

City of Scottsdale

**2020-2025
Consolidated Plan**

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Executive Summary

ES-05 EXECUTIVE SUMMARY – 24 CFR 91.200(c), 91.220(b)

Introduction

In 1994, the U.S. Department of Housing and Urban Development (HUD) issued new rules consolidating the planning, application, reporting and citizen participation processes to the Community Development Block Grants (CDBG). The new single-planning process was intended to more comprehensively fulfill three basic goals: to provide decent housing, to provide a suitable living environment and to expand economic opportunities. It was termed the Consolidated Plan for Housing and Community Development.

According to HUD, the Consolidated Plan is designed to be a collaborative process whereby a community establishes a unified vision for housing and community development actions. It offers entitlement communities the opportunity to shape these housing and community development programs into effective, coordinated neighborhood and community development strategies. It also allows for strategic planning and citizen participation to occur in a comprehensive context, thereby reducing duplication of effort.

As the lead agency for the Consolidated Plan, the City of Scottsdale hereby follows HUD's guidelines for citizen and community involvement. Furthermore, it is responsible for overseeing citizen participation requirements that accompany the Consolidated Plan.

The City of Scottsdale has prepared this Consolidated Plan to meet the guidelines as set forth by HUD and is broken into five sections: The Process, Needs Assessment, Market Analysis, Strategic Plan, and Annual Action Plan.

The City of Scottsdale also receives HOME Investment Partnerships Program (HOME) funds through the Maricopa HOME Consortium. The goals and objectives of this program are included in the Maricopa HOME Consortium 2020-2025 Consolidated Plan.

Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The goals of the CDBG program are to provide decent housing, a suitable living environment, and economic opportunities for low-moderate income residents. The City of Scottsdale strives to accomplish these goals by maximizing and effectively utilizing all available funding resources to conduct housing and community development activities. These goals are further explained as follows:

- Providing decent housing means helping homeless persons obtain appropriate housing and assisting those at risk of homelessness; preserving the affordable housing stock; increasing availability of permanent housing that is affordable to low and moderate-income persons without discrimination; and increasing the supply of supportive housing.

- Providing a suitable living environment entails improving the safety and livability of neighborhoods; increasing access to quality facilities and services; and reducing the isolation of income groups within an area through integration of low-income housing opportunities.
- Expanding economic opportunities involves creating jobs that are accessible to low and moderate-income persons; promoting long term economic and social viability; and empowering low-income persons to achieve self-sufficiency.

Evaluation of past performance

The City of Scottsdale's evaluation of its past performance has been completed in a thorough Consolidated Annual Performance and Evaluation Report (CAPER). These documents state the objectives and outcomes identified in each year's Annual Action Plan and include an evaluation of past performance through measurable goals and objectives compared to actual performance. These documents can be found on the City's website at:

<https://www.scottsdaleaz.gov/human-services/cdbg-home>

Summary of citizen participation process and consultation process

A variety of public outreach and citizen participation methods were used to develop this Consolidated Plan. The Housing and Community Development survey was used to help establish priorities for the City of Scottsdale by gathering feedback on the level of need for housing and community development categories. A public meeting was held prior to the release of the draft plan to garner feedback on preliminary findings. The Plan was released for public review and public hearings were held to offer residents and stakeholders the opportunity to comment on the Consolidated Plan. Additional public hearings were held on the Annual Action Plan.

Summary of public comments

Comments made during the public review meetings will be included in the Appendix.

Summary of comments or views not accepted and the reasons for not accepting them

Not applicable.

Summary

The Needs Assessment and Market Analysis, which has been guided by the Housing and Community Development Survey and public input, identified seven (7) priority needs. These are described below:

- **Public Services:** Services for the low to moderate income households in the City are vital to meeting needs. These include, but aren't limited to mental health services, homelessness services, and substance abuse services.
- **Housing Repair and Rehabilitation:** The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale

households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing repair and rehabilitation.

- **Housing Development and Reconstruction:** The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing development and reconstruction.
- **Priority Infrastructure:** The City recognizes the high need for public infrastructure throughout CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.
- **Public and Community Facilities:** The City recognizes the high need for public and community facilities in CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.
- **Homelessness:** Homelessness continues to be prevalent in the community and region wide. The City recognizes the need to address the needs of homeless and at-risk households in the community.
- **Administration:** Program administration for CDBG to ensure the program can meet the needs of the City.

These Priority Needs are addressed with the following Goals:

Affordable Housing Objective

Provide Emergency Housing Repairs to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Provide Green Housing Rehabilitation to improve the habitability of owner-occupied housing. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Provide Roof Repair and Replacement to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Public Facility and Infrastructure Objective

The City will fund public infrastructure and facility improvements to help provide suitable living environments for Scottsdale residents. These improvements will be in low- to moderate-income areas in the City.

Public Service Objective

Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide.

HOME Funding Objective

Purchase and rehabilitation of single family rental units to income eligible families at or below 80% of the median income.

Support Program Administration

Support Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, and labor standards.

The Process

PR-05 LEAD & RESPONSIBLE AGENCIES - 91.200(B)

Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	Scottsdale	
CDBG Administrator	Scottsdale	Community Assistance Office

Table 1– Responsible Agencies

Narrative

The Community Assistance in the City of Scottsdale is responsible for the City's CDBG program.

Consolidated Plan Public Contact Information

Consultation - Scottsdale Annual Action Plan Development Team:

- Justin Boyd, Interim Community Assistance Office Manager, Community Assistance Office, (480) 312-2479
- Michele L Payakovich, Community Grants Specialist, Community Assistance Office, (480) 312-2576
- Diane Ethington, Grants Accountant, Community Assistance Office, (480) 312-7830
- Greg Bestgen, Human Services Director, (480) 312-0104
- City of Scottsdale Council
- Scottsdale Human Services Commission

PR-10 CONSULTATION - 91.100, 91.110, 91.200(B), 91.300(B), 91.215(L) AND 91.315(L)

Introduction

Scottsdale works with a wide variety of agencies, organizations, and service providers in an effort to bring various viewpoints to identify local housing and service needs. Scottsdale is an active participant in the Maricopa Association of Governments (MAG) Continuum of Care Task Force and shares responsibility of the regional solution to the problems of homelessness. Each year Scottsdale allocates General Fund to several categories of human services to address homelessness. Funding from citizen contributions through Scottsdale Cares utility bill donation programs and funds from Salt River Pima-Maricopa Indian Community (SRP-MIC) grants are also allocated for senior home delivered meals, senior congregate meals, and support for regional homeless shelters.

The City of Scottsdale utilizes federal CDBG, HOME, and Housing Choice Voucher (HCV) programs to assist low-income persons. On a local level, Scottsdale allocates General Funds for brokerage services, domestic violence shelter services, legal services, regional shelter services, and senior services and allocates Endowment Funds for community projects and youth programs. In addition, the City allocates Scottsdale Cares funds to promote positive development and self-sufficiency, and address crisis needs. Scottsdale Cares is a utility bill donation program that allows residents to donate \$1 on every utility bill to be allocated to social service agencies. Salt River Pima Maricopa Indian Community Funds are utilized to support various Human Services programs including regional shelters and meal programs in the community.

The City of Scottsdale will continue to coordinate with other housing and community development agencies in achieving the goals the Consolidated Plan, including:

1. Continued participation in the Maricopa HOME Consortium,
2. Continued participation on the MAG Continuum of Care committees and
3. Consultation with the Human Service Commission to review activities of the CDBG/HOME programs.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

The City has ongoing relationships with several housing providers working on housing development activities. The City administers the Housing Choice Voucher (HCV) Program funded by the federal government to provide housing subsidy to address the housing needs of the City's lowest income households. Through the Continuum of Care process, the City maintains relationships with mental health providers, homeless shelter and services providers, and other governmental agencies with specific responsibilities for homeless individuals and families. The City also participates in a variety of other coalitions that seek to address other issues that relate to housing and service needs.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

City staff works actively with the Maricopa Association of Governments Continuum of Care, the local umbrella for the development of the Continuum of Care. Staff participates in regularly scheduled meetings and point-in-time surveys. In the past, the City has provided administrative support to supplement Continuum of Care initiatives and funding to the various agencies that make up the membership of the Maricopa Association of Governments Continuum of Care.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

City of Scottsdale does not receive ESG Funds.

Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	Big Brothers Big Sisters
	Agency/Group/Organization Type	Services-Children Services-Education
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
2	Agency/Group/Organization	Family Promise
	Agency/Group/Organization Type	Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

3	Agency/Group/Organization	FLORENCE CRITTENTON
	Agency/Group/Organization Type	Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Unaccompanied youth Transitional Housing for at risk youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
4	Agency/Group/Organization	HOMEWARD BOUND
	Agency/Group/Organization Type	Services - Housing Services-Children Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Transitional Housing
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
5	Agency/Group/Organization	SAVE THE FAMILY
	Agency/Group/Organization Type	Services-Children Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

6	Agency/Group/Organization	SCOTTSDALE TRAINING AND REHABILITATION SERVICES (STARS)
	Agency/Group/Organization Type	Services-Persons with Disabilities Services-Employment
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
7	Agency/Group/Organization	CENTRAL ARIZONA SHELTER SERVICES
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Transitional housing improvements
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
8	Agency/Group/Organization	BOYS AND GIRLS CLUB OF GREATER SCOTTSDALE
	Agency/Group/Organization Type	Services-Children Services-Education
	What section of the Plan was addressed by Consultation?	Youth tutoring and education
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

9	Agency/Group/Organization	COMMUNITY BRIDGES
	Agency/Group/Organization Type	Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
11	Agency/Group/Organization	Scottsdale Community Partners
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Homeless Needs - Individuals and families
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
10	Agency/Group/Organization	Teen Lifeline
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Teens in need
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
11	Agency/Group/Organization	Catholic Charities Community Services, Inc.
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing for DV victims

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
12	Agency/Group/Organization	COMMUNITY LEGAL SERVICES, INC.
	Agency/Group/Organization Type	Services- Legal
	What section of the Plan was addressed by Consultation?	Legal services
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
13	Agency/Group/Organization	JEWISH FAMILY CHILDREN'S SERVICES
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
14	Agency/Group/Organization	UMOM NewDay Centers, Inc
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

15	Agency/Group/Organization	Affordable Rental Movement of Save the Family (ARM)
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
16	Agency/Group/Organization	City of Scottsdale, Community Assistance Office
	Agency/Group/Organization Type	Services - Housing Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Housing Rehabilitation Programs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
17	Agency/Group/Organization	A New Leaf, Inc.
	Agency/Group/Organization Type	Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
18	Agency/Group/Organization	Cortney's Place
	Agency/Group/Organization Type	Services-Homeless

	What section of the Plan was addressed by Consultation?	Homeless Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
19	Agency/Group/Organization	Tempe Community Action Agency, TCAA
	Agency/Group/Organization Type	Services-Elderly Persons Services - Meals
	What section of the Plan was addressed by Consultation?	Homeless Needs - Seniors
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
20	Agency/Group/Organization	Valley of the Sun YMCA
	Agency/Group/Organization Type	Services-Employment Service - Transportation
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.
21	Agency/Group/Organization	Duet, Partners In Health & Aging
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

22	Agency/Group/Organization	Chicanos Por La Causa, Inc.
	Agency/Group/Organization Type	Services-Health Services - Housing
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Invited to participate in surveys and public review.

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

The City made every attempt to be inclusive in its outreach efforts.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Maricopa Association of Governments	Regional homeless shelters and services, supportive housing, services for elderly and disabled
Annual Action Plan FY 2019/20	Maricopa County HOME Consortium	Affordable housing preservation, acquisition and rehabilitation of existing housing stock, transitional housing
Housing Choice Voucher Annual Agency Plan FY19/20	City of Scottsdale Housing Agency	Affordable rental housing, preferences for elderly, disabled and homeless persons
Regional Human Services Plan	Maricopa Association of Governments	Services for victims of domestic violence, the elderly, and disabled and homeless persons

Table 2– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

Scottsdale works closely with Maricopa County and other local communities active in the Continuum of Care process, State agencies, local non-profit organizations, and other departments of the City of Scottsdale in the development of programs to address housing, homeless, and community development needs and other local issues covered by the Consolidated Plan.

PR-15 CITIZEN PARTICIPATION - 91.105, 91.115, 91.200(C) AND 91.300(C)

**Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting**

During the development of the City’s 2020-2025 Consolidated Plan, the City undertook a variety of public outreach methods to gather public input and comment. These comments were a part of the Needs Assessment and Market Analysis, and ultimately helped shape the outcome of the Plan’s Five-Year Goals and Objectives. These outreach efforts included the Housing and Community Development Survey, a public input meeting, and a public review meeting. The survey was available in both English and Spanish.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Internet outreach	Non-English Speaking - Specify other language: Spanish Non-targeted/broad community	A total of 225 surveys were received throughout the City.	The results are available as part of the Needs Assessment and Market Analysis. A complete set of responses is available in the Appendix.	Not applicable.	
2	Public Meeting	Non-targeted/broad community	A public input meeting was held on January 9 th at the Human Services Commission Meeting.	Comments from these meetings included the need for increased collaboration and affordable housing options in the City.	Not applicable.	
3	Public Hearing	Non-targeted/broad community Stakeholders	A public hearing was held during the public review period.			

Table 3– Citizen Participation Outreach

Needs Assessment

NA-05 OVERVIEW

Needs Assessment Overview

Population Estimates

Table NA-05.1 shows the population for the City of Scottsdale. As can be seen, the population in City of Scottsdale increased from 217,385 persons in 2010 to 255,310 person in 2018, or by 17.4 percent. This mirrors the growth that Maricopa County is experiencing, as one of the fastest growing counties in the United States.

Table NA-05.1 Population Estimates City of Scottsdale Census Population Estimates		
Year	Population	Percent Yearly Change
2000	202,715	.
2001	205,220	1.2%
2002	206,973	0.9%
2003	208,333	0.7%
2004	210,727	1.1%
2005	215,023	2.0%
2006	218,194	1.5%
2007	219,251	0.5%
2008	219,735	0.2%
2009	218,735	-0.5%
2010	217,385	-0.6%
2011	220,792	1.6%
2012	225,213	2.0%
2013	228,952	1.7%
2014	234,053	2.2%
2015	241,197	3.1%
2016	248,100	2.9%
2017	251,556	1.4%
2018	255,310	1.5%

Population by race and ethnicity through 2017 in shown in Table NA-05.2. The white population represented 88.4 percent of the population in 2017, compared with black populations accounting for 1.7 percent of the population in 2017. Hispanic households represented 10.3 percent of the population in 2017.

Table NA-05.2 Population by Race and Ethnicity				
City of Scottsdale 2010 Census & 2017 Five-Year ACS				
Race	2010 Census		2017 Five-Year ACS	
	Population	% of Total	Population	% of Total
White	194,062	89.3%	211,618	88.4%
Black	3,652	1.7%	4,035	1.7%
American Indian	1,741	0.8%	2,102	0.9%
Asian	7,239	3.3%	10,215	4.3%
Native Hawaiian/ Pacific Islander	208	0.1%	164	0.1%
Other	5,525	2.5%	5,616	2.3%
Two or More Races	4,958	2.3%	5,533	2.3%
Total	217,385	100.0%	239,283	100.0%
Non-Hispanic	198,160	91.2%	214,593	89.7%
Hispanic	19,225	8.8%	24,690	10.3%

Disability

Disability by age, as estimated by the 2017 ACS, is shown in Table NA-05.3. The disability rate for females was 10.9 percent, compared to 10.3 percent for males. The disability rate grew precipitously higher with age, with 43.4 percent of those over 75 experiencing a disability.

Table NA-05.3 Disability by Age						
City of Scottsdale 2017 Five-Year ACS Data						
Age	Male		Female		Total	
	Disabled Population	Disability Rate	Disabled Population	Disability Rate	Disabled Population	Disability Rate
Under 5	20	0.4%	0	0%	20	0.2%
5 to 17	591	3.8%	360	2.5%	951	3.2%
18 to 34	970	4.1%	836	3.7%	1,806	3.9%
35 to 64	3,445	7.3%	4,040	7.9%	7,485	7.6%
65 to 74	2,479	17.2%	2,317	14.1%	4,796	15.5%
75 or Older	4,560	42.8%	5,626	43.9%	10,186	43.4%
Total	12,065	10.3%	13,179	10.9%	25,244	10.6%

The number of disabilities by type, as estimated by the 2017 ACS, is shown in Table NA-05.4. Some 5.7 percent have an ambulatory disability, 4.4 percent have an independent living disability, and 2.2 percent have a self-care disability.

Table NA-05.4 Total Disabilities Tallied: Aged 5 and Older		
City of Scottsdale 2017 Five-Year ACS		
Disability Type	Population with Disability	Percent with Disability
Hearing disability	8,977	3.8%
Vision disability	4,875	2.0%
Cognitive disability	8,328	3.6%
Ambulatory disability	13,017	5.7%
Self-Care disability	4,978	2.2%
Independent living disability	8,782	4.4%

Household Income and Poverty

Households by income for the 2010 and 2017 5-year ACS are shown in Table NA-05.5. Households earning more than 100,000 dollars per year represented 41.3 percent of households in 2017, compared to 35.6 percent in 2010. Meanwhile, households earning less than 15,000 dollars accounted for 7.8 percent of households in 2017, compared to 7.8 percent in 2010.

Income	2010 Five-Year ACS		2017 Five-Year ACS	
	Households	% of Total	Households	% of Total
Less than \$15,000	7,892	7.8%	8,449	7.8%
\$15,000 to \$19,999	3,824	3.8%	3,002	2.8%
\$20,000 to \$24,999	3,950	3.9%	4,004	3.7%
\$25,000 to \$34,999	7,454	7.4%	7,151	6.6%
\$35,000 to \$49,999	11,765	11.7%	11,694	10.9%
\$50,000 to \$74,999	17,551	17.4%	16,277	15.1%
\$75,000 to \$99,999	12,415	12.3%	12,691	11.8%
\$100,000 or More	35,793	35.6%	44,429	41.3%
Total	100,644	100.0%	107,697	100.0%

Meanwhile, the City is also seeing a growth in poverty. The rate of poverty for City of Scottsdale is shown in Table NA-05.6. In 2017, there were an estimated 21,196 persons living in poverty. This represented an 8.9 percent poverty rate, compared to 5.8 percent poverty in 2000. In 2017, some 7.6 percent of those in poverty were under age 6, and 15.2 percent were 65 or older.

Age	2000 Census		2017 Five-Year ACS	
	Persons in Poverty	% of Total	Persons in Poverty	% of Total
Under 6	730	6.3%	1,617	7.6%
6 to 17	1,447	12.4%	3,520	16.6%
18 to 64	7,501	64.4%	12,830	60.5%
65 or Older	1,972	16.9%	3,229	15.2%
Total	11,650	100.0%	21,196	100.0%
Poverty Rate	5.8%	.	8.9%	.

Housing Problems

Households are considered to have housing problems if they have one (1) or more of the four (4) problems.

1. Housing unit lacks complete kitchen facilities;
2. Housing unit lacks complete plumbing facilities;
3. Household is overcrowded; and/or
4. Household is cost burdened.

Overcrowding is defined as having from 1.1 to 1.5 people per room per residence, with severe overcrowding defined as having more than 1.5 people per room. Households with overcrowding are shown in Table NA-05.8. In 2017, an estimated 0.6 percent of households were overcrowded, and an additional 0.6 percent were severely overcrowded.

Table NA-05.8 Overcrowding and Severe Overcrowding City of Scottsdale 2010 & 2017 Five-Year ACS Data							
Data Source	No Overcrowding		Overcrowding		Severe Overcrowding		Total
	Households	% of Total	Households	% of Total	Households	% of Total	
Owner							
2010 Five-Year ACS	71,653	99.5%	280	0.4%	63	0.1%	71,996
2017 Five-Year ACS	70,929	99.8%	126	0.2%	37	0.1%	71,092
Renter							
2010 Five-Year ACS	28,227	98.5%	235	0.8%	186	0.6%	28,648
2017 Five-Year ACS	35,483	96.9%	474	1.3%	648	1.8%	36,605
Total							
2010 Five-Year ACS	99,880	99.2%	515	0.5%	249	0.2%	100,644
2017 Five-Year ACS	106,412	98.8%	600	0.6%	685	0.6%	107,697

Incomplete plumbing and kitchen facilities are another indicator of potential housing problems. According to the Census Bureau, a housing unit is classified as lacking complete plumbing facilities when any of the following are not present: piped hot and cold water, a flush toilet, and a bathtub or shower. Likewise, a unit is categorized as deficient when any of the following are missing from the kitchen: a sink with piped hot and cold water, a range or cook top and oven, and a refrigerator.

There were a total of 135 households with incomplete plumbing facilities in 2017, representing 0.1 percent of households in City of Scottsdale. This is compared to 0.1 percent of households lacking complete plumbing facilities in 2010.

Table NA-05.9 Households with Incomplete Plumbing Facilities City of Scottsdale 2010 and 2017 Five-Year ACS Data		
Households	2010 Five-Year ACS	2017 Five-Year ACS
With Complete Plumbing Facilities	100,534	107,562
Lacking Complete Plumbing Facilities	110	135
Total Households	100,644	107,697
Percent Lacking	0.1%	0.1%

There were 662 households lacking complete kitchen facilities in 2017, compared to 193 households in 2010. This was a change from 0.2 percent of households in 2010 to 0.6 percent in 2017.

Table NA-05.10 Households with Incomplete Kitchen Facilities City of Scottsdale 2010 and 2017 Five-Year ACS Data		
Households	2010 Five-Year ACS	2017 Five-Year ACS
With Complete Kitchen Facilities	100,451	107,035
Lacking Complete Kitchen Facilities	193	662
Total Households	100,644	107,697
Percent Lacking	0.2%	0.6%

Cost burden is defined as gross housing costs that range from 30 to 50 percent of gross household income; severe cost burden is defined as gross housing costs that exceed 50 percent of gross household income. For homeowners, gross housing costs include property taxes, insurance, energy payments, water and sewer service, and refuse collection. If the homeowner has a mortgage, the determination also includes principal and interest payments on the mortgage loan. For renters, this figure represents monthly rent and selected electricity and natural gas energy charges.

In City of Scottsdale 15.9 percent of households had a cost burden and 14.0 percent had a severe cost burden. Some 20.2 percent of renters were cost burdened, and 19.0 percent were severely cost burdened. Owner-occupied households without a mortgage had a cost burden rate of 7.4 percent and a severe cost burden rate of 6.6 percent. Owner occupied households with a mortgage had a cost burden rate of 17.0 percent, and severe cost burden at 14.0 percent.

Table NA-05.11 Cost Burden and Severe Cost Burden by Tenure City of Scottsdale 2010 & 2017 Five-Year ACS Data									
Data Source	Less Than 30%		31%-50%		Above 50%		Not Computed		Total
	Households	% of Total	Households	% of Total	Households	% of Total	Households	% of Total	
Owner With a Mortgage									
2010 Five-Year ACS	31,098	59.5%	11,857	22.7%	8,931	17.1%	400	0.8%	52,286
2017 Five-Year ACS	32,082	68.0%	8,011	17.0%	6,585	14.0%	493	1.0%	47,171
Owner Without a Mortgage									
2010 Five-Year ACS	16,525	83.8%	1,781	9.0%	1,150	5.8%	254	1.3%	19,710
2017 Five-Year ACS	20,169	84.3%	1,766	7.4%	1,587	6.6%	399	1.7%	23,921
Renter									
2010 Five-Year ACS	14,379	50.2%	6,500	22.7%	6,065	21.2%	1,704	5.9%	28,648
2017 Five-Year ACS	20,117	55.0%	7,393	20.2%	6,957	19.0%	2,138	5.8%	36,605
Total									
2010 Five-Year ACS	62,002	61.6%	20,138	20.0%	16,146	16.0%	2,358	2.3%	100,644
2017 Five-Year ACS	72,368	67.2%	17,170	15.9%	15,129	14.0%	3,030	2.8%	107,697

Homelessness

The City of Scottsdale is part of the Maricopa Regional Continuum of Care (CoC), which operates in Maricopa County. This CoC is a collaborative of service providers. The Point in Time (PIT) count for the Maricopa County CoC has increased from 5,702 in 2016 to 6,614 in 2019. However, there are limitations to the PIT, especially when capturing unsheltered populations. Service providers have indicated that they are noticing a growth in the homeless population countywide. In Scottsdale, the unsheltered homeless count also increased during this time, from 67 in 2016 to 102 in 2020.

Table NA-05.12 Homeless Population City of Scottsdale vs. Maricopa County PIT Counts				
	2016	2017	2018	2019
Unsheltered City of Scottsdale	67	50	37	76
Unsheltered Maricopa County	1,646	2,059	2,618	3,188
Total Maricopa County	5,702	5,605	6,298	6,614

NA-50 NON-HOUSING COMMUNITY DEVELOPMENT NEEDS - 91.415, 91.215 (F)

Describe the jurisdiction’s need for Public Facilities:

The Housing and Community Development Needs survey found that the highest rated needs were for shade structures, homeless shelters, and facilities for abused and neglected children.

Table NA-50.1 Providing a Suitable Living Environment City of Scottsdale Housing and Community Development Survey							
Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following COMMUNITY AND PUBLIC FACILITIES in your community:							
Shade Structures	18	29	46	103	6	23	225
Homeless shelters	39	28	39	82	14	23	225
Facilities for abused/neglected children	25	29	34	69	43	25	225
Public Restrooms	29	36	59	62	13	26	225
Childcare facilities	20	38	53	60	29	25	225
Senior centers	22	40	71	60	6	26	225
Neighborhood Lighting	32	38	58	60	14	23	225
Community centers	21	39	78	53	8	26	225
Healthcare facilities	27	49	58	52	14	25	225
Parks and recreational centers	26	42	80	49	6	22	225
Playgrounds	24	54	59	49	15	24	225
Youth centers	19	43	79	47	13	24	225
Residential treatment centers	33	47	51	40	31	23	225
Public buildings with improved accessibility	32	54	55	39	22	23	225
Splash Pads	40	48	49	39	23	26	225
Fire Stations/equipment	30	53	55	32	31	24	225
Facilities for persons living with AIDS	34	45	29	20	74	23	225

How were these needs determined?

These needs were determined using the Housing and Community Development needs survey.

Describe the jurisdiction’s need for Public Improvements:

The most highly rated needs, according to the HCD survey, were tree planting, bicycle and walking paths, and street and road improvements.

How were these needs determined?

These needs were determined using the 2019 Housing and Community Development needs survey.

Table NA-50.2
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following INFRASTRUCTURE activities in your community:							
Tree Planting	18	39	64	69	12	23	225
Bicycle and walking paths	19	59	58	55	10	24	225
Street and road improvements	7	47	92	54	4	21	225
Water quality improvements	24	47	59	46	25	24	225
Flood drainage improvements	12	49	65	44	31	24	225
Storm sewer system improvements	13	52	58	39	38	25	225
Sidewalk improvements	17	64	78	35	7	24	225
Water system capacity improvements	19	49	57	34	40	26	225
Bridge improvements	22	50	56	32	42	23	225
Sewer system improvements	17	52	56	31	46	23	225
Solid waste facility improvements	20	52	54	27	48	24	225
Other	8	2	6	15	27	167	225

Describe the jurisdiction’s need for Public Services:

The highest rated needs included mental health services, homelessness services, and substance abuse services.

Table NA-50.3
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following HUMAN AND PUBLIC SERVICES in your community:							
Homelessness services	26	30	30	104	15	20	225
Mental health services	11	23	50	104	16	21	225
Substance abuse services	12	27	43	101	21	21	225
Transportation services	13	37	55	94	5	21	225
Services for victims of domestic violence	11	16	60	91	23	24	225
Senior services	8	30	72	87	6	22	225
Fair housing activities	31	23	36	85	26	24	225
Food banks	24	33	52	82	11	23	225
Youth services	15	41	60	69	17	23	225
Tenant/Landlord counseling	26	23	44	67	41	24	225
Employment services	25	29	60	66	22	23	225
Childcare services	16	42	47	61	36	23	225
Crime awareness education	12	38	78	61	12	24	225
Healthcare services	15	48	60	59	20	23	225
Home-buyer education	27	35	58	59	21	25	225
Mitigation of asbestos hazards	33	54	36	33	46	23	225
Mitigation of lead-based paint hazards	33	56	33	31	49	23	225
Mitigation of radon hazards	37	52	30	26	56	24	225
Other	10	1	2	11	33	168	225

How were these needs determined?

These needs were determined using the Housing and Community Development needs survey.

Housing Market Analysis

MA-05 OVERVIEW

Housing Market Analysis Overview:

The Census Bureau reports building permit authorizations and “per unit” valuation of building permits by city annually. Single-family construction usually represents most residential development in the county. Single-family building permit authorizations in Scottsdale increased from 560 authorizations in 2017 to 620 in 2018.

The real value of single-family building permits decreased from 509,334 dollars in 2017 to 465,446 dollars in 2018. This compares to an increase in permit value statewide, with values rising from 259,218 dollars in 2017 to 259,708 dollars in 2018. Additional details are given in Diagram MA-05.1 and MA-05.2.

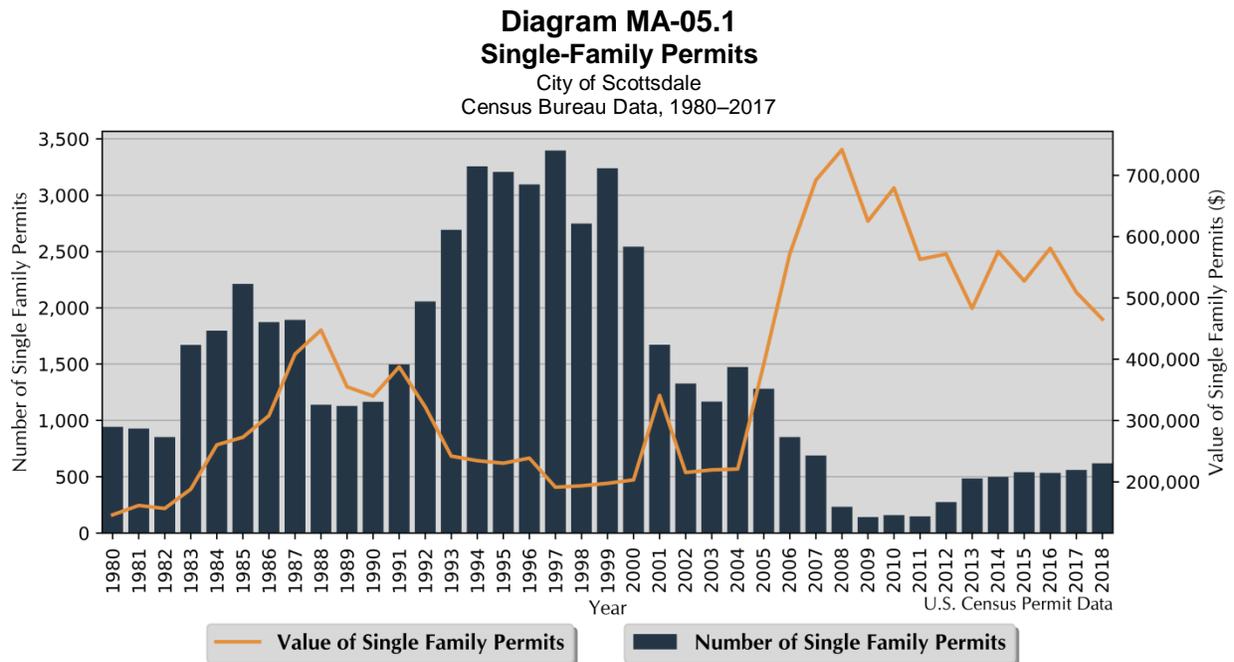


Diagram MA-05.2
Total Permits by Unit Type
 City of Scottsdale
 Census Bureau Data, 1980–2017

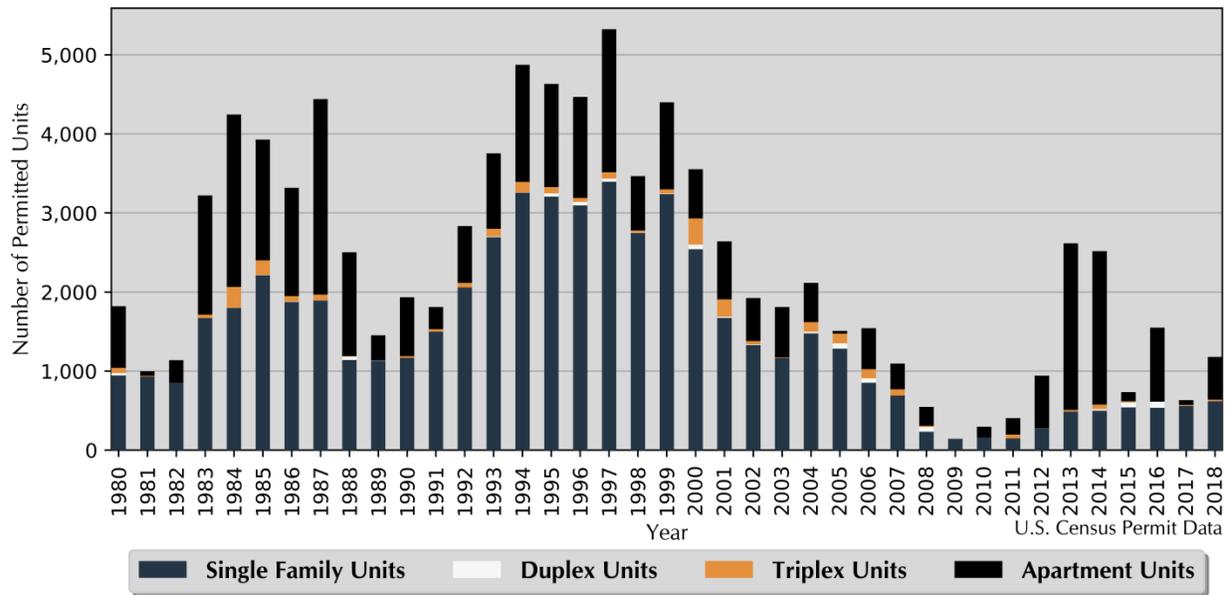


Table MA-05.1, below, shows housing units by type in 2010 and 2017. In 2010, there were 124,528 housing units, compared with 132,500 in 2017. Single-family units accounted for 67.6 percent of units in 2017, compared to 68.6 in 2010. Apartment units accounted for 26.0 percent in 2017, compared to 23.3 percent in 2010.

Unit Type	2010 Five-Year ACS		2017 Five-Year ACS	
	Units	% of Total	Units	% of Total
Single-Family	85,447	68.6%	89,566	67.6%
Duplex	1,397	1.1%	902	0.7%
Tri- or Four-Plex	7,344	5.9%	6,246	4.7%
Apartment	28,955	23.3%	34,478	26.0%
Mobile Home	1,313	1.1%	1,244	0.9%
Boat, RV, Van, Etc.	72	0.1%	64	0%
Total	124,528	100.0%	132,500	100.0%

Table MA-05.2 shows housing units by tenure from 2010 to 2017. By 2017, there were 132,500 housing units. An estimated 66.0 percent were owner-occupied, and 18.7 percent were vacant.

Table MA-05.2 Housing Units by Tenure City of Scottsdale 2010 Census & 2017 Five-Year ACS Data				
Tenure	2010 Census		2017 Five-Year ACS	
	Units	% of Total	Units	% of Total
Occupied Housing Units	101,273	81.7%	107,697	81.3%
Owner-Occupied	68,967	68.1%	71,092	66.0%
Renter-Occupied	32,306	31.9%	36,605	34.0%
Vacant Housing Units	22,728	18.3%	24,803	18.7%
Total Housing Units	124,001	100.0%	132,500	100.0%

The disposition of vacant units between 2010 and 2017 are shown in Table MA-05.3. By 2017, for rent units accounted for 13.8 percent of vacant units, while for sale units accounted for 8.4 percent. “Other” vacant units accounted for 9.8 percent of vacant units, representing a total of 2,436 “other” vacant units.

Table MA-05.3 Disposition of Vacant Housing Units City of Scottsdale 2010 Census & 2017 Five-Year ACS Data				
Disposition	2010 Census		2017 Five-Year ACS	
	Units	% of Total	Units	% of Total
For Rent	4,170	18.3%	3,423	13.8%
For Sale	3,216	14.1%	2,086	8.4%
Rented Not Occupied	235	1.0%	635	2.6%
Sold Not Occupied	495	2.2%	690	2.8%
For Seasonal, Recreational, or Occasional Use	12,299	54.1%	15,533	62.6%
For Migrant Workers	0	0%	0	0%
Other Vacant	2,313	10.2%	2,436	9.8%
Total	22,728	100.0%	24,803	100.0%

Table MA-05.4 shows households by year home built for the 2010 and 2017 5-year ACS data. Housing units built between 2000 and 2009, account for 14.2 percent of households in 2010 and 15.3 percent of households in 2017. Housing units built in 1939 or earlier represented 0.3 percent of households in 2017 and 0.3 percent of households in 2010.

Table MA-05.4 Households by Year Home Built City of Scottsdale 2010 & 2017 Five-Year ACS Data				
Year Built	2010 Five-Year ACS		2017 Five-Year ACS	
	Households	% of Total	Households	% of Total
1939 or Earlier	340	0.3%	300	0.3%
1940 to 1949	528	0.5%	348	0.3%
1950 to 1959	6,592	6.5%	6,653	6.2%
1960 to 1969	10,793	10.7%	11,753	10.9%
1970 to 1979	16,239	16.1%	17,681	16.4%
1980 to 1989	21,868	21.7%	22,582	21.0%
1990 to 1999	29,949	29.8%	29,025	27.0%
2000 to 2009	14,335	14.2%	16,522	15.3%
2010 or Later	.	.	2,833	2.6%
Total	100,644	100.0%	107,697	100.0%

The age of a structure influences its value. As shown in Table MA-05.5, structures built in 1939 or earlier had a median value of 294,600 dollars while structures built between 1950 and 1959 had a median value of 292,700 dollars and those built between 1990 and 1999 had a median value of 540,500 dollars. The newest structures tended to have the highest values and those built between 2010 and 2013 and from 2014 or later had median values of 880,800 dollars and 703,800 dollars, respectively. The total median value in City of Scottsdale was 433,500 dollars.

Table MA-05.5 Owner Occupied Median Value by Year Structure Built City of Scottsdale 2017 5-Year ACS Data	
Year Structure Built	Median Value
1939 or earlier	294,600
1940 to 1949	272,900
1950 to 1959	292,700
1960 to 1969	272,100
1970 to 1979	341,700
1980 to 1989	397,500
1990 to 1999	540,500
2000 to 2009	728,100
2010 to 2013	880,800
2014 or later	703,800
Median Value	433,500

MA-45 NON-HOUSING COMMUNITY DEVELOPMENT ASSETS - 91.410, 91.210(F)

Introduction

The following section describes the economic atmosphere in the City of Scottsdale. This section utilizes, along with other sources, Bureau of Economic Analysis (BEA) and Bureau of Labor Statistics (BLS) data. BLS data can be calculated down to the city level, and therefore, is shown in this section to represent the City of Scottsdale. BEA data is only available at the County level and reflects the entirety of Maricopa County.

Economic Development Market Analysis

Business Activity in Scottsdale

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less Workers %
Agriculture, Mining, Oil & Gas Extraction	442	174	0	0	0
Arts, Entertainment, Accommodations	12,624	27,735	13	16	2
Construction	3,764	6,754	4	4	0
Education and Health Care Services	16,707	33,610	17	19	1
Finance, Insurance, and Real Estate	12,103	21,146	13	12	-1
Information	2,838	5,401	3	3	0
Manufacturing	4,429	6,265	5	4	-1
Other Services	2,985	6,570	3	4	1
Professional, Scientific, Management Services	10,633	17,967	11	10	-1
Public Administration	0	0	0	0	0
Retail Trade	11,510	22,012	12	12	0
Transportation and Warehousing	2,622	2,340	3	1	-1
Wholesale Trade	4,792	7,507	5	4	-1
Total	85,449	157,481	--	--	--

Table 4 - Business Activity

Data Source: 2011-2015 ACS (Workers), 2015 Longitudinal Employer-Household Dynamics (Jobs)

Source:

Labor Force in Scottsdale

Total Population in the Civilian Labor Force	122,930
Civilian Employed Population 16 years and over	116,280
Unemployment Rate	5.41
Unemployment Rate for Ages 16-24	14.73
Unemployment Rate for Ages 25-65	3.98

Table 5 - Labor Force

Data Source: 2011-2015 ACS

Occupations by Sector in Scottsdale	
Management, business and financial	43,810
Farming, fisheries and forestry occupations	4,215
Service	8,570
Sales and office	32,660
Construction, extraction, maintenance and repair	3,015
Production, transportation and material moving	2,800

Table 6 – Occupations by Sector

Data Source: 2011-2015 ACS

Table MA-45.1 shows the labor force statistics for the City of Scottsdale from 1990 to the present. Over the entire series the lowest unemployment rate occurred in 1998 with a rate of 2.0 percent. The highest level of unemployment occurred during 2009 rising to a rate of 6.8 percent. This compared to a statewide low of 3.9 in 2007 and statewide high of 10.4 percent in 2010. Over the last year, the unemployment rate in the City of Scottsdale remained unchanged from 3.5 percent in 2017 to 3.5 percent in 2018, which compared to a statewide decrease to 4.8 percent.

Diagram MA-45.1 shows the employment and labor force for the City of Scottsdale. The difference between the two lines represents the number of unemployed persons. In the most recent year, employment stood at 135,360 persons, with the labor force reaching 140,304, indicating there were a total of 4,944 unemployed persons.

Diagram MA-45.2 shows the unemployment rate for both the State and the City of Scottsdale. During the 1990's the average rate for City of Scottsdale was 2.9 percent, which compared to 5.5 percent statewide. Between 2000 and 2010 the unemployment rate had an average of 3.6 percent, which compared to 5.5 percent statewide. Since 2010, the average unemployment rate was 4.8 percent. Over the course of the entire period the City of Scottsdale had an average unemployment rate that lower than the State, 3.8 percent for the City of Scottsdale, versus 6.1 statewide.

Table MA-45.1					
Labor Force Statistics					
City of Scottsdale					
1990 - 2018 BLS Data					
Year	City of Scottsdale			Unemployment Rate	Statewide Unemployment Rate
	Unemployment	Employment	Labor Force		
1990	2,401	74,554	76,955	3.1%	5.3%
1991	2,873	74,019	76,892	3.7%	5.9%
1992	3,690	74,941	78,631	4.7%	7.5%
1993	3,013	78,849	81,862	3.7%	6.4%
1994	2,908	85,539	88,447	3.3%	6.1%
1995	2,465	92,324	94,789	2.6%	5.3%
1996	2,628	96,118	98,746	2.7%	5.6%
1997	2,129	98,862	100,991	2.1%	4.6%
1998	2,111	103,477	105,588	2.0%	4.3%
1999	2,367	107,356	109,723	2.2%	4.4%
2000	2,774	113,470	116,244	2.4%	4.0%
2001	3,737	116,460	120,197	3.1%	4.8%
2002	5,122	117,970	123,092	4.2%	6.1%
2003	4,783	119,352	124,135	3.9%	5.7%
2004	4,122	121,154	125,276	3.3%	5.0%
2005	3,816	123,712	127,528	3.0%	4.7%
2006	3,424	125,923	129,347	2.6%	4.2%
2007	3,110	126,285	129,395	2.4%	3.9%
2008	5,140	123,491	128,631	4.0%	6.2%
2009	8,620	117,560	126,180	6.8%	9.9%
2010	7,773	112,164	119,937	6.5%	10.4%
2011	8,153	111,683	119,836	6.8%	9.5%
2012	6,885	113,118	120,003	5.7%	8.3%
2013	6,554	114,440	120,994	5.4%	7.7%
2014	5,801	118,289	124,090	4.7%	6.8%
2015	5,472	123,722	129,194	4.2%	6.1%
2016	5,246	130,951	136,197	3.9%	5.4%
2017	4,944	135,360	140,304	3.5%	4.9%
2018	5,144	140,758	145,902	3.5%	4.8%

Diagram MA-45.1
Employment and Labor Force
 City of Scottsdale
 1990 – 2017 BLS Data

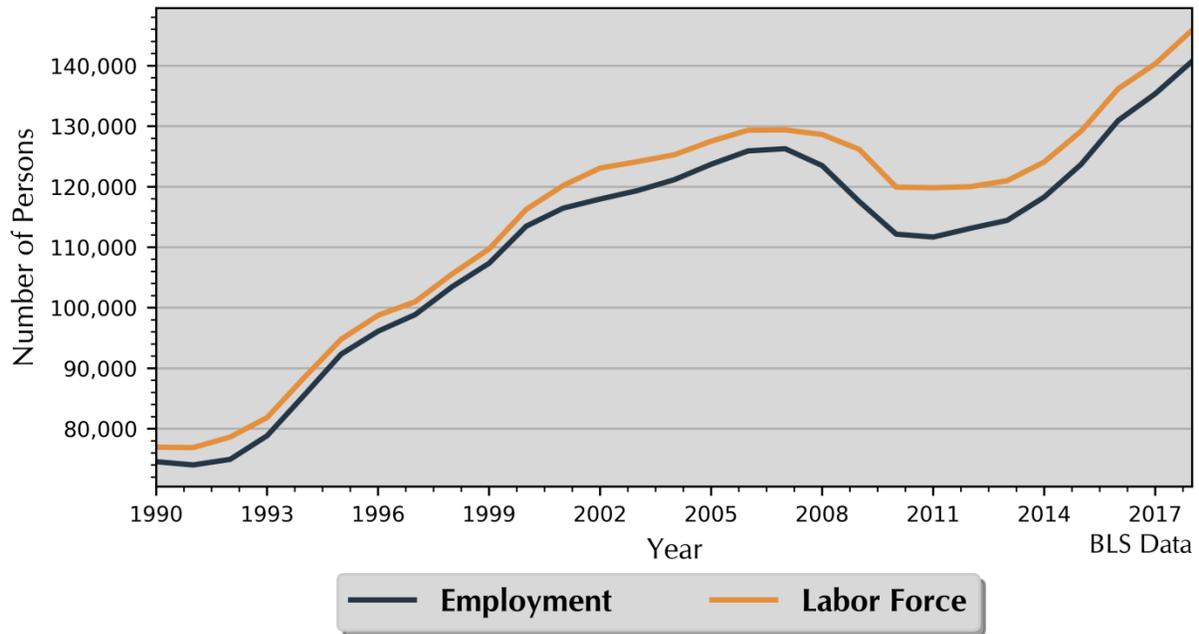
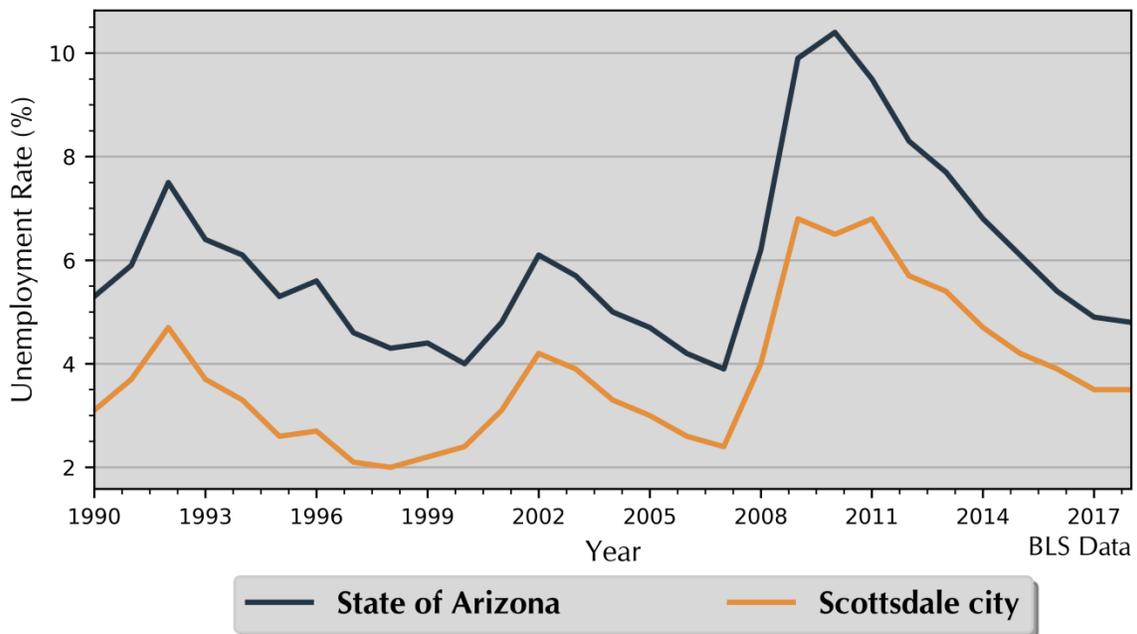


Diagram MA-45.2
Annual Unemployment Rate
 City of Scottsdale
 1990 – 2017 BLS Data



Travel Time in Scottsdale

Travel Time	Number	Percentage
< 30 Minutes	72,115	71%
30-59 Minutes	27,670	27%
60 or More Minutes	2,450	2%
Total	102,235	100%

Table 7 - Travel Time

Data Source: 2011-2015 ACS

Education in Scottsdale:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	2,430	210	1,745
High school graduate (includes equivalency)	9,020	725	3,625
Some college or Associate's degree	25,735	2,015	7,010
Bachelor's degree or higher	58,080	1,985	11,160

Table 8 - Educational Attainment by Employment Status

Data Source: 2011-2015 ACS

Educational Attainment by Age in Scottsdale

	Age				
	18-24 yrs	25-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Less than 9th grade	205	290	810	925	760
9th to 12th grade, no diploma	2,005	780	395	1,180	1,525
High school graduate, GED, or alternative	3,140	2,155	2,608	8,610	9,600
Some college, no degree	5,510	5,895	4,695	14,390	12,005
Associate's degree	870	2,545	1,920	5,335	3,090
Bachelor's degree	3,415	11,935	10,335	21,760	12,940
Graduate or professional degree	285	5,000	6,500	15,705	9,855

Table 9 - Educational Attainment by Age

Data Source: 2011-2015 ACS

Educational Attainment – Median Earnings in the Past 12 Months in Scottsdale

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	28,023
High school graduate (includes equivalency)	186,432
Some college or Associate's degree	138,436
Bachelor's degree	191,893
Graduate or professional degree	261,007

Table 10 – Median Earnings in the Past 12 Months

Data Source: 2011-2015 ACS

Education and Employment

Education and employment data, as estimated by the 2017 ACS, is presented in Table MA-45.2. In 2017, some 122,694 persons were employed and 5,196 were unemployed. This totaled a labor force of 127,890 persons. The unemployment rate for City of Scottsdale was estimated to be 4.1 percent in 2017.

Table MA-45.2 Employment, Labor Force and Unemployment City of Scottsdale 2017 Five-Year ACS Data	
Employment Status	2017 Five-Year ACS
Employed	122,694
Unemployed	5,196
Labor Force	127,890
Unemployment Rate	4.1%

In 2017, 97.4 percent of households in City of Scottsdale had a high school education or greater.

Table MA-45.3 High School or Greater Education City of Scottsdale 2017 Five-Year ACS Data	
Education Level	Households
High School or Greater	104,888
Total Households	107,697
Percent High School or Above	97.4%

As seen in Table MA-45.4, some 13.1 percent of the population had a high school diploma or equivalent, another 29.0 percent have some college, 33.5 percent have a Bachelor's Degree, and 20.2 percent of the population had a graduate or professional degree.

Table MA-45.4		
Educational Attainment		
City of Scottsdale 2017 Five-Year ACS Data		
Education Level	Population	Percent
Less Than High School	8,328	4.2%
High School or Equivalent	26,190	13.1%
Some College or Associates Degree	57,977	29.0%
Bachelor's Degree	66,971	33.5%
Graduate or Professional Degree	40,378	20.2%
Total Population Above 18 years	199,844	100.0%

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The Bureau of Economic Analysis (B.E.A.) produces regional economic accounts, which provide a consistent framework for analyzing and comparing individual state and local area economies. Table MA-45.5, shows the total employment by industry for Maricopa County. The most recent estimates show the health care and social assistance industry was the largest employer in Maricopa County, with employment reaching 285,335 jobs in 2017. Between 2016 and 2017 the construction industry saw the largest percentage increase, rising by 6.6 percent to 147,553 jobs.

Table MA-45.5									
Employment by Industry									
Maricopa County BEA Table CA25 Data									
NAICS Categories	2010	2011	2012	2013	2014	2015	2016	2017	% Change 16-17
Farm earnings	6,325	6,210	6,630	6,898	6,621	7,193	7,658	6,856	-10.5
Forestry, fishing, related activities, and other	2,538	2,571	2,607	2,578	2,716	2,787	2,793	2,655	-4.9
Mining	6,350	5,775	8,249	8,168	7,785	8,059	8,319	8,688	4.4
Utilities	8,191	8,032	8,083	7,945	7,869	8,055	8,525	8,787	3.1
Construction	109,587	111,017	117,433	123,362	125,323	129,080	138,363	147,553	6.6
Manufacturing	112,512	115,157	119,528	120,849	121,743	123,669	124,997	128,557	2.8
Wholesale trade	87,969	88,762	89,233	89,772	89,952	90,357	86,597	87,655	1.2
Retail trade	236,686	239,618	241,515	243,400	256,830	266,428	270,138	274,023	1.4
Transportation and warehousing	64,324	67,828	70,823	71,886	75,352	85,409	97,365	101,602	4.4
Information	34,552	34,991	36,443	40,360	42,534	43,034	43,375	43,093	-0.7
Finance and insurance	156,637	169,057	170,820	177,359	177,294	186,890	197,245	208,932	5.9
Real estate and rental and leasing	140,165	144,203	141,900	143,449	147,475	150,088	153,578	157,950	2.8
Professional and technical services	147,914	149,206	150,249	155,781	159,770	166,665	173,861	178,610	2.7
Management of companies and enterprises	25,173	25,196	26,772	29,045	30,650	33,054	36,879	37,093	0.6
Administrative and waste services	188,442	193,957	199,619	212,434	217,994	223,834	232,544	234,475	0.8
Educational services	51,118	52,665	54,086	53,783	56,084	59,358	59,742	60,455	1.2
Health care and social assistance	221,117	228,897	236,434	242,939	249,923	262,824	273,735	285,335	4.2
Arts, entertainment, and recreation	45,043	45,842	47,743	48,967	52,827	53,544	55,516	57,962	4.4
Accommodation and food services	153,423	158,612	162,123	169,643	176,428	183,883	190,031	196,341	3.3
Other services, except public administration	104,807	111,370	114,135	116,830	121,754	127,497	127,840	128,737	0.7
Government and government enterprises	226,010	222,445	221,881	223,755	225,523	227,453	228,431	230,948	1.1
Total	2,128,883	2,181,411	2,226,306	2,289,203	2,352,447	2,439,161	2,517,532	2,586,307	2.7

Describe the workforce and infrastructure needs of the business community:

The Housing and Community Development Survey found that the highest rated needs are for the retention of existing businesses, provision of job training, and fostering businesses with higher paying jobs. These are shown in Table MA-45.6.

Table MA-45.6 Enhancing Economic Opportunities City of Scottsdale Housing and Community Development Survey							
Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following BUSINESS AND ECONOMIC DEVELOPMENT activities in your community:							
Retention of existing businesses	12	22	65	86	7	33	225
Provision of job training	15	28	45	86	18	33	225
Foster businesses with higher paying jobs	16	20	58	79	21	31	225
Provision of job re-training, such as after plant closure, etc.	19	42	49	60	23	32	225
Expansion of existing businesses	14	37	73	53	15	33	225
Attraction of new businesses	23	45	67	49	10	31	225
Enhancement of businesses infrastructure	17	35	64	48	29	32	225
Development of business incubators	22	41	38	43	48	33	225
Provision of working capital for businesses	26	39	45	38	44	33	225
Provision of technical assistance for businesses	21	41	55	34	41	33	225
Development of business parks	34	57	39	30	32	33	225

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

The City offers a variety of opportunities for businesses to locate or grow in Scottsdale. These include:

Business Outreach Program

The Business Outreach Program is a free service designed to help us identify the needs of local employers and connect you with resources and solutions to remove barriers to growth. In many cases, insights gained in visits with Scottsdale companies have resulted in the creation of completely new programs and services that are helping companies succeed and thrive in Scottsdale which address common business needs.¹

Opportunity Zones

A business in which substantially all of the tangible property owned or leased by the business is used in an opportunity zone, with at least 50% of the gross income earned by the business coming from the active conduct of business with an Opportunity Zone.²

¹ <https://www.choosescottsdale.com/grow/small-business-startups>

² <https://www.choosescottsdale.com/grow/opportunity-zones>

Talent Accelerator Initiative

The Scottsdale economic development team has developed a robust talent attraction strategy which includes:

- Relocation materials to assist companies in talent recruitment, through our Scottsdale Relocation Guide publication available in print and online.
- A presence at job expos at national events such as South by Southwest Trade Show where Scottsdale companies may join us in person or participate virtually through joint messaging and social media promotions.
- An online information portal at [ChooseScottsdale.com/work](https://www.choosescottsdale.com/work) that includes a Cost of Living Index Comparison Tool.
- Seminars and programs designed to connect hiring managers and human resources professionals.
- The City also hosts regional events for talent attraction professionals to foster a spirit of collaboration amongst our recruitment partners and provide an environment to discuss best practices.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

The Housing and Community Development survey found a high level of need for job training in Scottsdale. In addition, 13.1 percent of the population had a high school diploma or equivalent, another 29.0 percent have some college, 33.5 percent have a Bachelor's Degree, and 20.2 percent of the population had a graduate or professional degree.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The Arizona Commerce Authority offers no-cost talent acquisition assistance to companies moving to or expanding in Arizona. In fact, Arizona is one of the few states to assist in the navigation of federal workforce programs as well as building strategic partnerships between your company and vital community organizations.³

The City also offers Custom Workforce Training Assistance. Through its various partners including Arizona State University, the Maricopa Community Colleges District, Maricopa Corporate College and Scottsdale Community College the Scottsdale team can assist with ensuring your new and potential employees are up to the task. This assistance includes helping companies access tailored training programs, in some cases in obtaining funding to defer the costs.⁴

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes. See narrative on the following page.

³ <https://www.choosescottsdale.com/grow/workforce>

⁴ <https://www.choosescottsdale.com/Assets/Choose+Scottsdale/documents/Business+Services+Resource+Guide.pdf>

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

The City of Scottsdale recently adopted a Comprehensive Economic Development Strategy. Major Recommendations for the City of Scottsdale's Economic Development Strategy are:

- Galvanize and champion a united city: One Scottsdale.
- Retain and grow existing economic drivers and employers.
- Ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need.
- Strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life and postsecondary investments and improvements that could position Scottsdale more advantageously for business and talent retention and recruitment.
- Invest in and strengthen present and future employment and business centers.
- Elevate Scottsdale's engagement in the national and international economic development arena.
- Build a Scottsdale business location brand on par with Scottsdale's tourism brand.
- Grow and attract quality firms and jobs - domestic and global - in targeted sectors.
- Adopt indicators and metrics to assess both the City Government's and economic development department's progress.

A major project associated with the plan is the Los Arcos Redevelopment Plan, designed to work in the southern portion of Scottsdale to redevelopment the old Los Arcos Mall and the surrounding community.

Discussion

The City has experienced economic growth in conjunction with its population growth. Unemployment for the City remains below the average for the State, at 3.5 percent for Scottsdale and 4.8 percent for the State as a whole.

MA-50 NEEDS AND MARKET ANALYSIS DISCUSSION

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

Housing problems tend to be concentrated in areas with poverty. As seen in Table MA-50.1, housing problems occur at a rate of 72.0 percent for households that earn less than 30 percent HUD Area Family Median Income (HAMFI). These geographic areas in Scottsdale are described in further detail below.

Table MA-50.1 Percent of Homeowner Households with Housing Problems by Income and Race City of Scottsdale 2012–2016 HUD CHAS Data								
Income	Non-Hispanic by Race						Hispanic (Any Race)	Total
	White	Black	Asian	American Indian	Pacific Islander	Other Race		
With Housing Problems								
\$0 to \$21,870	70.6%	100.0%	88.5%	100.0%	0%	33.3%	82.5%	72.0%
\$21,871 to \$36,450	66.6%	100.0%	92.6%	0%	0%	100.0%	82.1%	67.4%
\$36,451 to \$58,320	52.0%	0%	25.0%	100.0%	0%	44.4%	47.2%	51.7%
\$58,321 to \$72,900	43.8%	44.4%	55.6%	0%	0%	0%	52.6%	44.0%
Above \$72,900	13.4%	28.4%	7.6%	0%	0%	6.8%	10.1%	13.1%
Total	25.9%	38.2%	20.9%	23.4%	0%	17.1%	27.7%	25.8%
Without Housing Problems								
\$0 to \$21,870	5.8%	0%	0%	0%	0%	0%	3.2%	5.3%
\$21,871 to \$36,450	33.4%	0%	7.4%	100.0%	0%	0%	17.9%	32.6%
\$36,451 to \$58,320	48.0%	100.0%	75.0%	0%	0%	55.6%	52.8%	48.3%
\$58,321 to \$72,900	56.2%	55.6%	44.4%	100.0%	100.0%	100.0%	47.4%	56.0%
Above \$72,900	86.6%	71.6%	92.4%	100.0%	100.0%	93.2%	89.9%	86.9%
Total	72.7%	61.8%	78.4%	76.6%	100.0%	79.2%	70.7%	72.8%

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The following maps show the distribution of the population by race and ethnicity. These maps will be used to describe any areas with a disproportionate share of any one racial or ethnic group. A disproportionate share is defined as having at least ten percentage points higher than the jurisdiction average. For example, if American Indian households account for 1.0 percent of the total population, there would be a disproportionate share if one area saw a rate of 11.0 percent or more.

Hispanic households accounted for 10.3 percent of the population in 2017. The highest concentrations of Hispanic households were seen in southern Scottsdale. There were several areas that had a disproportionate share of Hispanic households, with some of these areas exceeding 31.7 percent and area illustrated in Map MA-50.2.

The geographic distribution of poverty is shown in Map MA-50.3. The highest rates of poverty are seen in southern Scottsdale, primarily in the 85251 zip code.

What are the characteristics of the market in these areas/neighborhoods?

The southern parts of Scottsdale also have several areas with higher concentrations of renter housing units, as seen in Map MA-50.5. In addition, median home values and median contract rents also tend to be lower than other areas in the City, as seen in Maps MA-50.6 and MA-50.7.

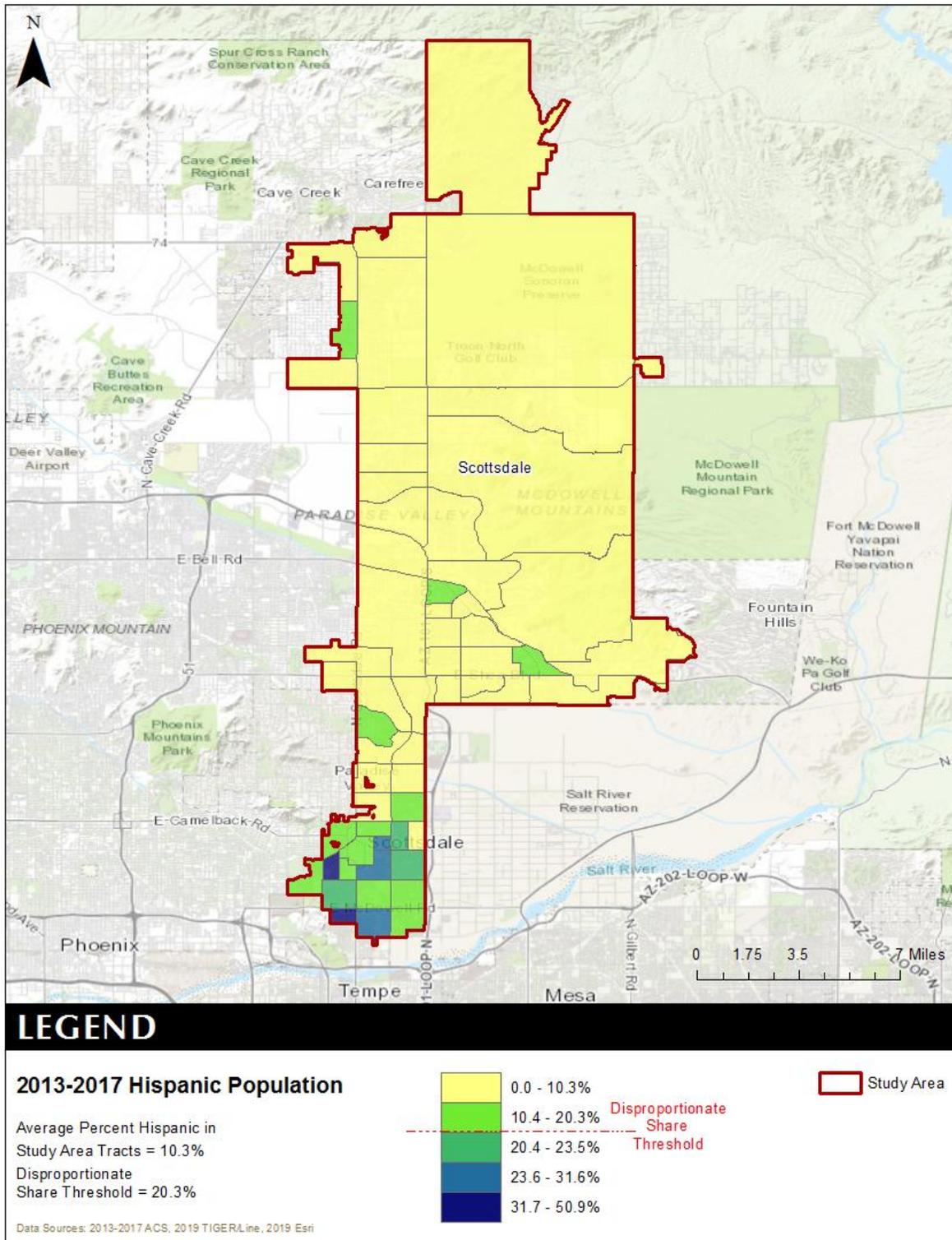
Are there any community assets in these areas/neighborhoods?

These areas have a number of community assets, including schools, libraries, community centers, and parks.

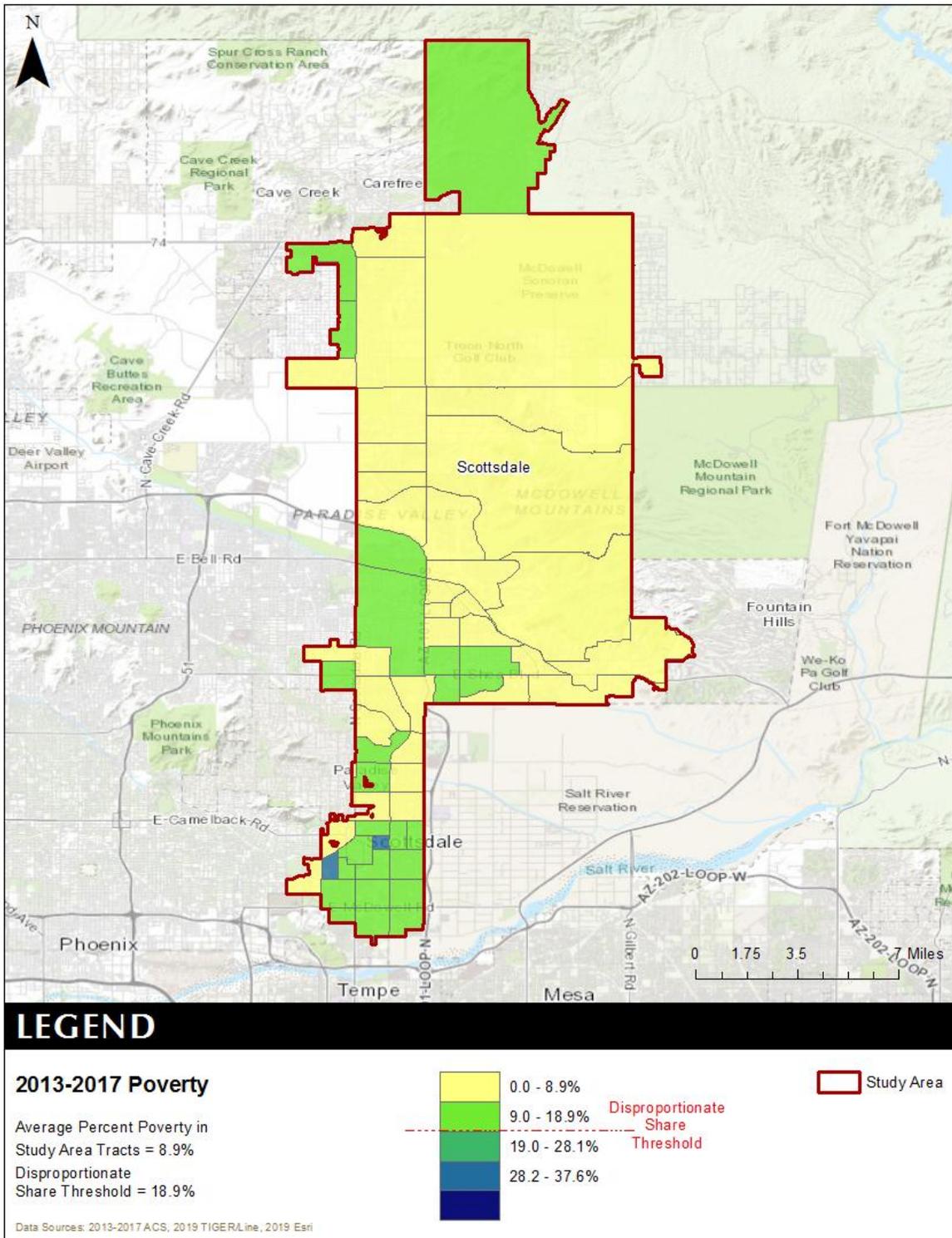
Are there other strategic opportunities in any of these areas?

These areas offer a number of opportunities, including housing rehabilitation and redevelopment, and community and economic development, particularly the City's Green Housing Rehabilitation program, Emergency Repair Program, and Roof Repair and Replacement Program.

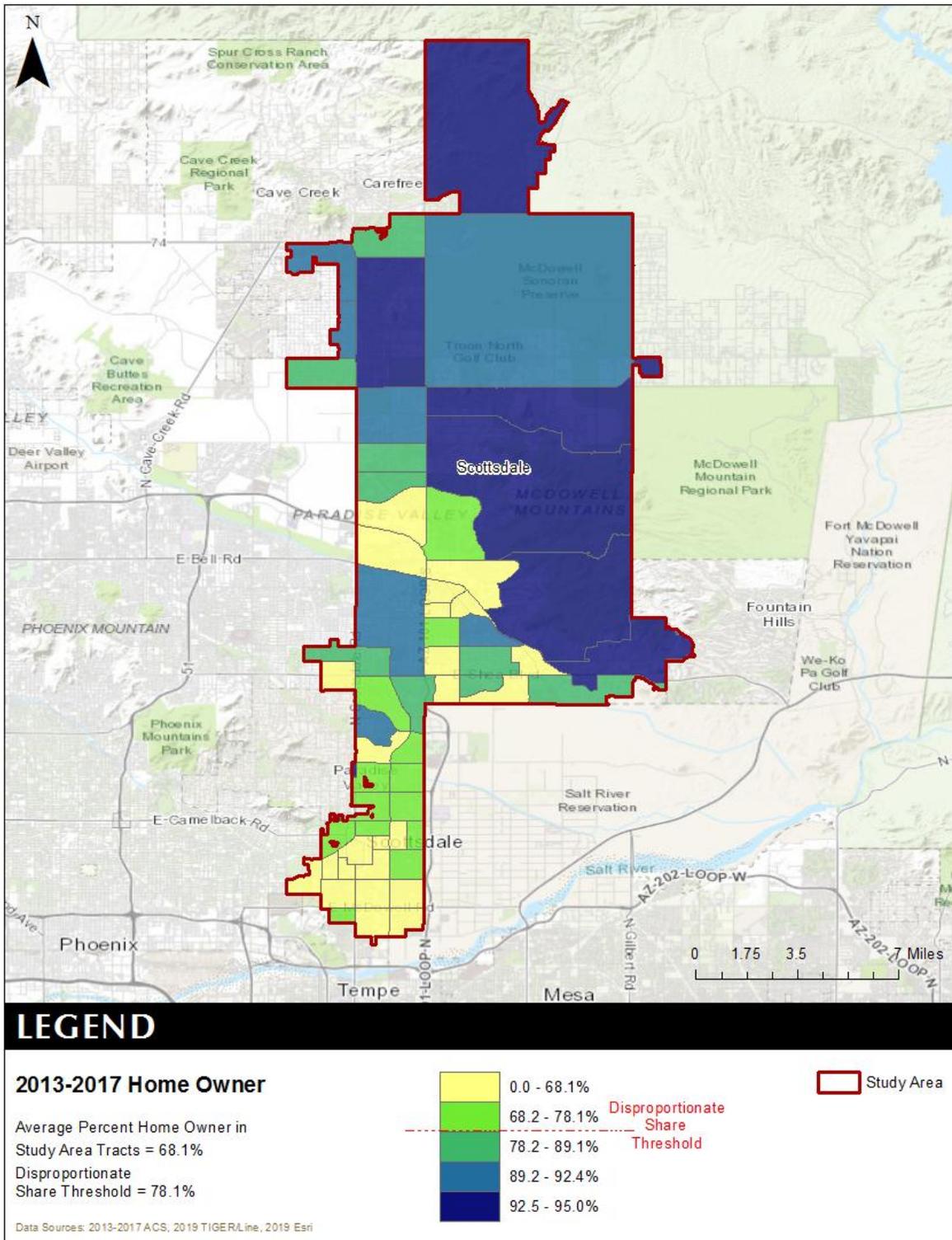
Map MA-50.2
2017 Hispanic Households
 City of Scottsdale
 2017 ACS, Tigerline



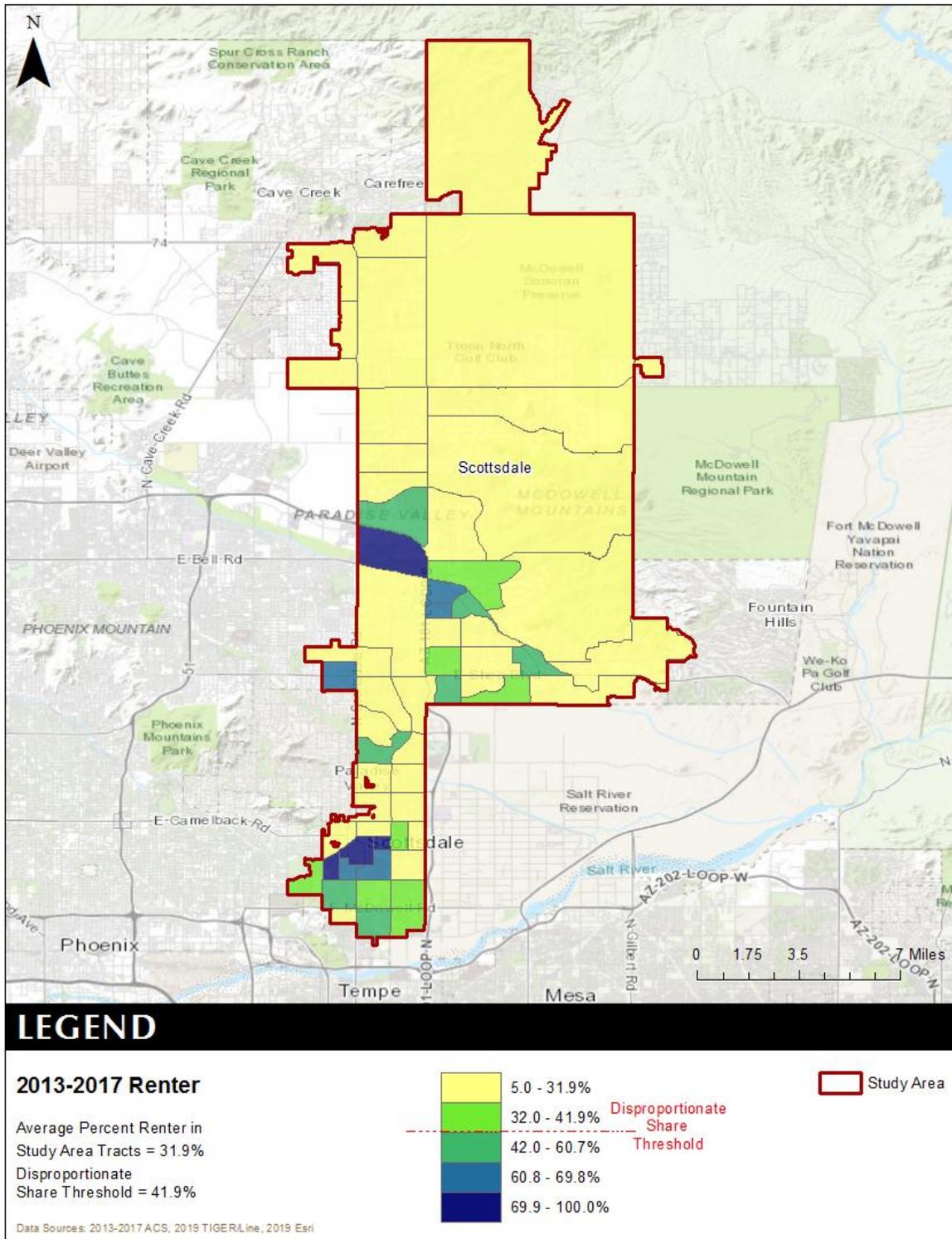
Map MA-50.3
2017 Poverty
 City of Scottsdale
 2017 ACS, Tigerline



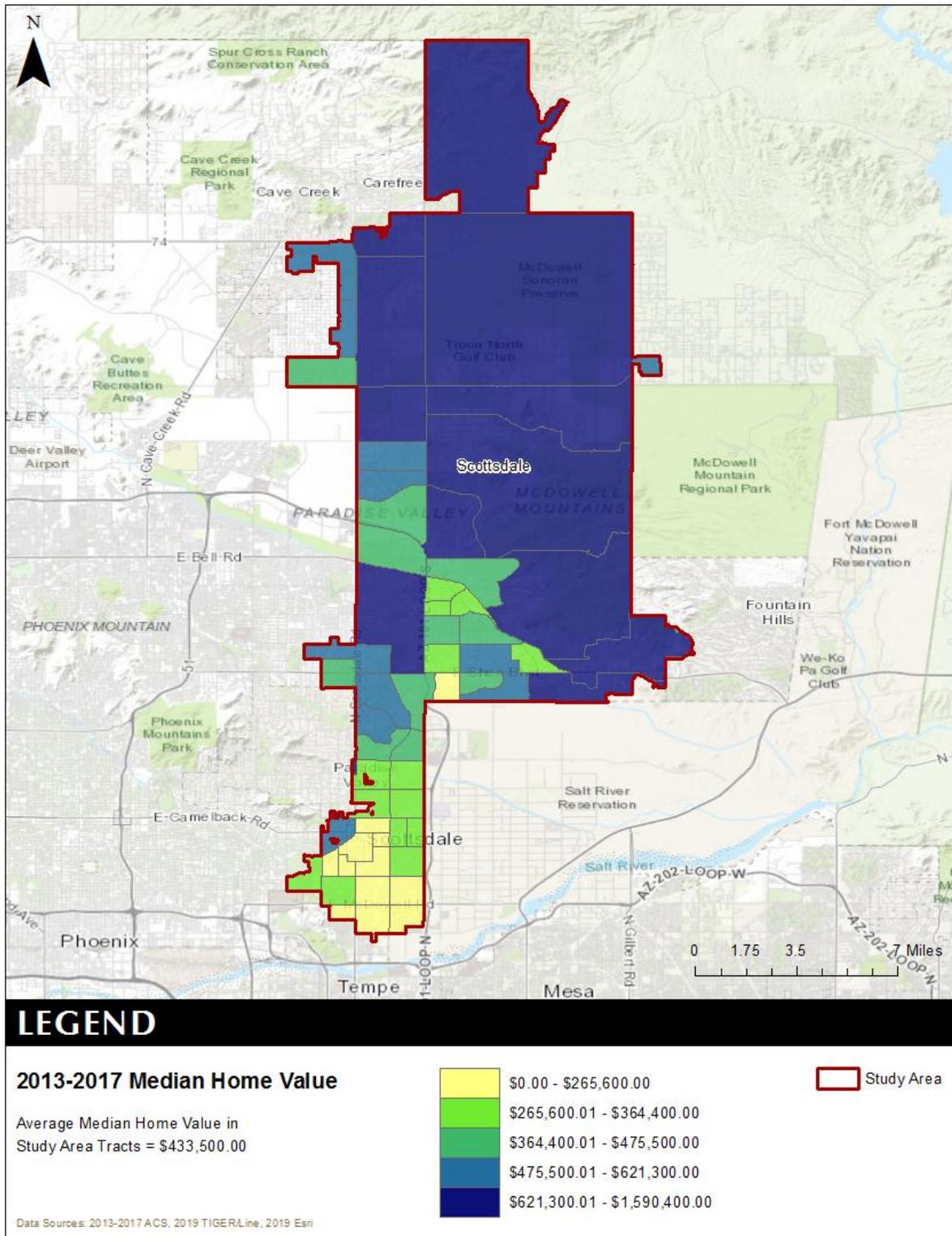
Map MA-50.4 2017 Homeowner Households City of Scottsdale 2017 ACS, Tigerline



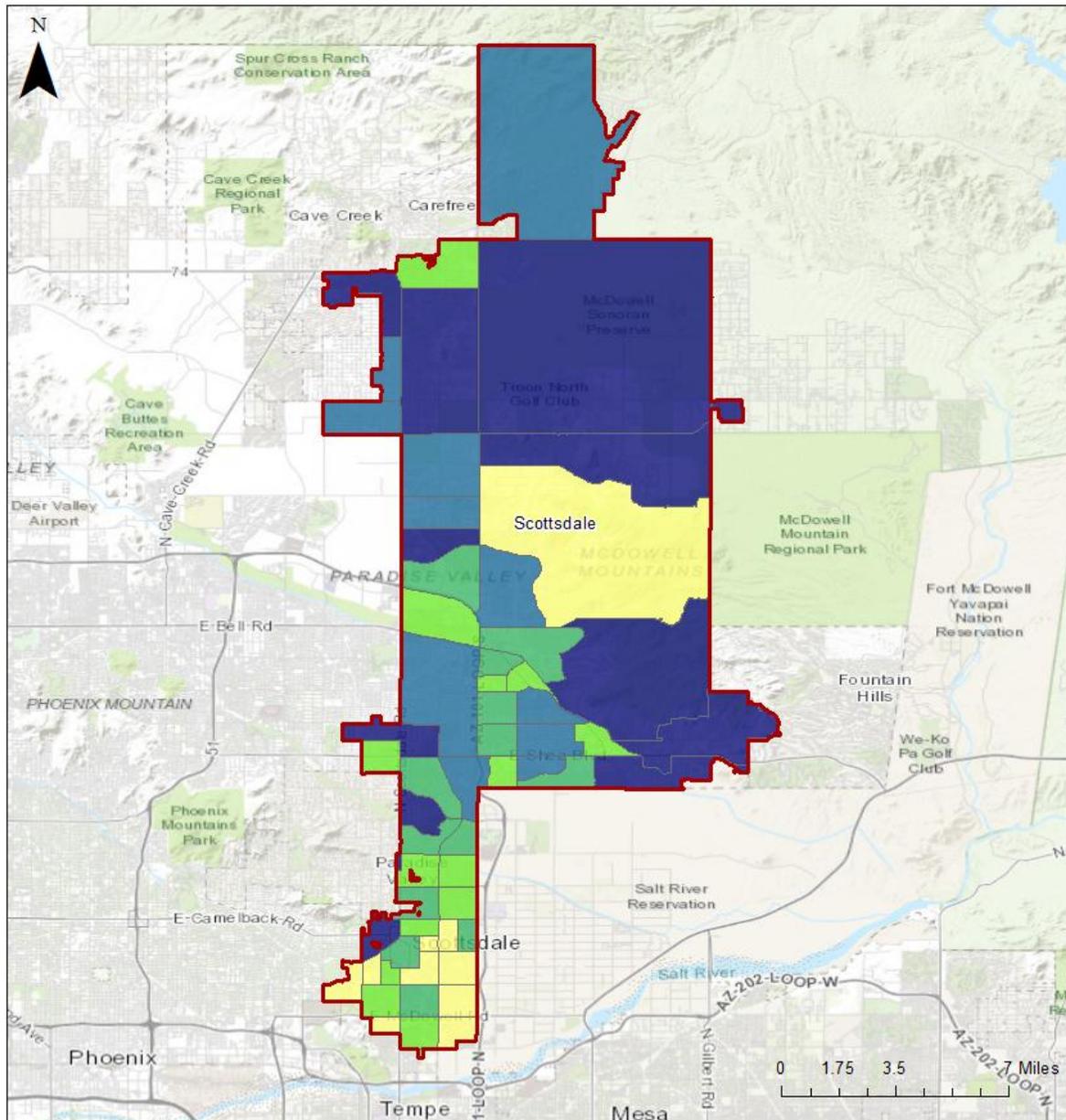
Map MA-50.5 2017 Renter Households City of Scottsdale 2017 ACS, Tigerline



Map MA-50.6
2017 Median Home Value
 City of Scottsdale
 2017 ACS, Tigerline



Map MA-50.7
2017 Median Contract Rent
 City of Scottsdale
 2017 ACS, Tigerline



LEGEND

2013-2017 Median Contract Rent

Average Median Contract Rent in Study Area Tracts = \$1,101.00

	\$0.00 - \$923.00
	\$923.01 - \$1,171.00
	\$1,171.01 - \$1,342.00
	\$1,342.01 - \$1,792.00
	\$1,792.01 - \$3,125.00

Study Area

Data Sources: 2013-2017 ACS, 2019 TIGERLine, 2019 Esri

MA-60 BROADBAND NEEDS OF HOUSING OCCUPIED BY LOW- AND MODERATE-INCOME HOUSEHOLDS - 91.210(A)(4), 91.310(A)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

The Arizona Statewide Broadband Strategic Plan (2018) found that 13 percent of people in the State do not have broadband access. As asserted by HUD, digital inequality has come to both reflect and contribute to other persistent forms of social inequality.⁵ Lower income households are less likely to have broadband service.⁶ This presents challenges to these households to access many services and employment opportunities as this information is increasingly only available online.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

While there are a number of broadband service providers in the City of Scottsdale, there is a continued need for competition to promote affordability and access, as well as choice, in the community. According to the Information Technology and Innovation Foundation, competition is a crucial component of broadband policy in that it pressures providers to be efficient and innovative.⁷

⁵ <https://www.huduser.gov/portal/periodicals/em/fall16/highlight2.html>

⁶ <https://www.pewresearch.org/fact-tank/2019/05/07/digital-divide-persists-even-as-lower-income-americans-make-gains-in-tech-adoption/>

⁷ <https://itif.org/publications/2019/09/03/policymakers-guide-broadband-competition>

MA-65 HAZARD MITIGATION - 91.210(A)(5), 91.310(A)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

The Maricopa County Multi-Jurisdictional Hazard Mitigation Plan (2015) found that the following impacts are possible due to climate change:⁸

- Snowpack and streamflow amounts are projected to decline in parts of the Southwest, decreasing surface water supply reliability for cities, agriculture, and ecosystems. The Southwest produces more than half of the nation's high-value specialty crops, which are irrigation-dependent and particularly vulnerable to extremes of moisture, cold, and heat. Reduced yields from increasing temperatures and increasing competition for scarce water supplies will displace jobs in some rural communities.
- Increased warming, drought, and insect outbreaks, all caused by or linked to climate change, have increased wildfires and impacts to people and ecosystems in the Southwest. Fire models project more wildfire and increased risks to communities across extensive areas.
- Projected regional temperature increases, combined with the way cities amplify heat, will pose increased threats and costs to public health in southwestern cities, which are home to more than 90% of the region's population. Disruptions to urban electricity and water supplies will exacerbate these health problems

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

Low income households are likely to be impacted by climate change in Scottsdale due to a lack of resources. The City of Scottsdale has outlined the following a series of goals for Hazard Mitigation in the Maricopa County Multi-Jurisdictional Hazard Mitigation Plan (2015). These include:

- Review, update and/or augment flood control ordinances to provide a greater level of protection than the minimum required by the National Flood Insurance Program (NFIP).
- Identify and map flood hazards in areas expected to grow or develop in the foreseeable future.
- As a part of the Automated Flood Warning System, install automated flood barriers at low water crossings to discourage motorists from entering flooded road crossings.
- Perform a public information campaign at the onset of the extreme heat season to help educate the general public on ways to remain safe during periods of extreme heat. Maintain and continue expanding our Community Emergency Response Team (CERT) training.
- Identify, stock and communicate locations within the community that can serve as cooling stations during times of extreme heat
- As a part of the Neighborhood Stormwater Management Improvements program, develop a community-wide, stormwater management plan that will analyze and identify problem flooding areas and propose long-term mitigation alternatives designed to reduce or eliminate the flood problems. The program will also identify and map flood hazards in areas expected to grow or develop in the foreseeable future.

⁸ <https://www.maricopa.gov/DocumentCenter/View/5118/Hazard-Mitigation-Plan-PDF?bidId=>

Strategic Plan

SP-05 OVERVIEW

Strategic Plan Overview

The Needs Assessment and Market Analysis, which has been guided by the Housing and Community Development Survey and public input, identified seven (7) priority needs. These are described below:

- **Public Services:** Services for the low to moderate income households in the City are vital to meeting needs. These include, but aren't limited to mental health services, homelessness services, and substance abuse services.
- **Housing Repair and Rehabilitation:** The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing repair and rehabilitation through the Green Housing Rehabilitation, Emergency Repair, and Roof Repair and Replacement programs.
- **Housing Development and Reconstruction:** The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing development and reconstruction.
- **Priority Infrastructure:** The City recognizes the high need for public infrastructure throughout CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.
- **Public and Community Facilities:** The City recognizes the high need for public and community facilities in CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.
- **Homelessness:** Homelessness continues to be prevalent in the community and region wide. The City recognizes the need to address the needs of homeless and at-risk households in the community.
- **Administration:** Program administration for CDBG to ensure the program can meet the needs of the City. The City may use up to 20 percent of CDBG allocation funds for administration.

These Priority Needs are addressed with the following Goals:

Affordable Housing Objective

Provide Emergency Housing Repairs to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Provide Green Housing Rehabilitation to improve the habitability of owner-occupied housing. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Provide Roof Repair and Replacement to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.

Public Facility and Infrastructure Objective

The City will fund public infrastructure and facility improvements to help provide suitable living environments for Scottsdale residents. These improvements will be in low- to moderate-income areas in the City.

Public Service Objective

Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide.

HOME Funding Objective

Purchase and rehabilitation of single family rental units to income eligible families at or below 80% of the median income.

Support Program Administration

Support Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, and labor standards. The City may use up to 20 percent of CDBG allocation funds for administration.

SP-10 GEOGRAPHIC PRIORITIES - 91.415, 91.215(A)(1)

Geographic Area

1	Area Name:	CDBG Eligible Block Groups
	Area Type:	Areas for area benefit through CDBG Program.
	Other Target Area Description:	Areas for area benefit through CDBG Program.
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	
	Include specific housing and commercial characteristics of this target area.	
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	
	Identify the needs in this target area.	
	What are the opportunities for improvement in this target area?	
	Are there barriers to improvement in this target area?	
2	Area Name:	Citywide
	Area Type:	Areas for individual benefit and program administration.
	Other Target Area Description:	Areas for individual benefit and program administration.
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	
	Include specific housing and commercial characteristics of this target area.	

How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	
Identify the needs in this target area.	
What are the opportunities for improvement in this target area?	
Are there barriers to improvement in this target area?	

Table 11 - Geographic Priority Areas

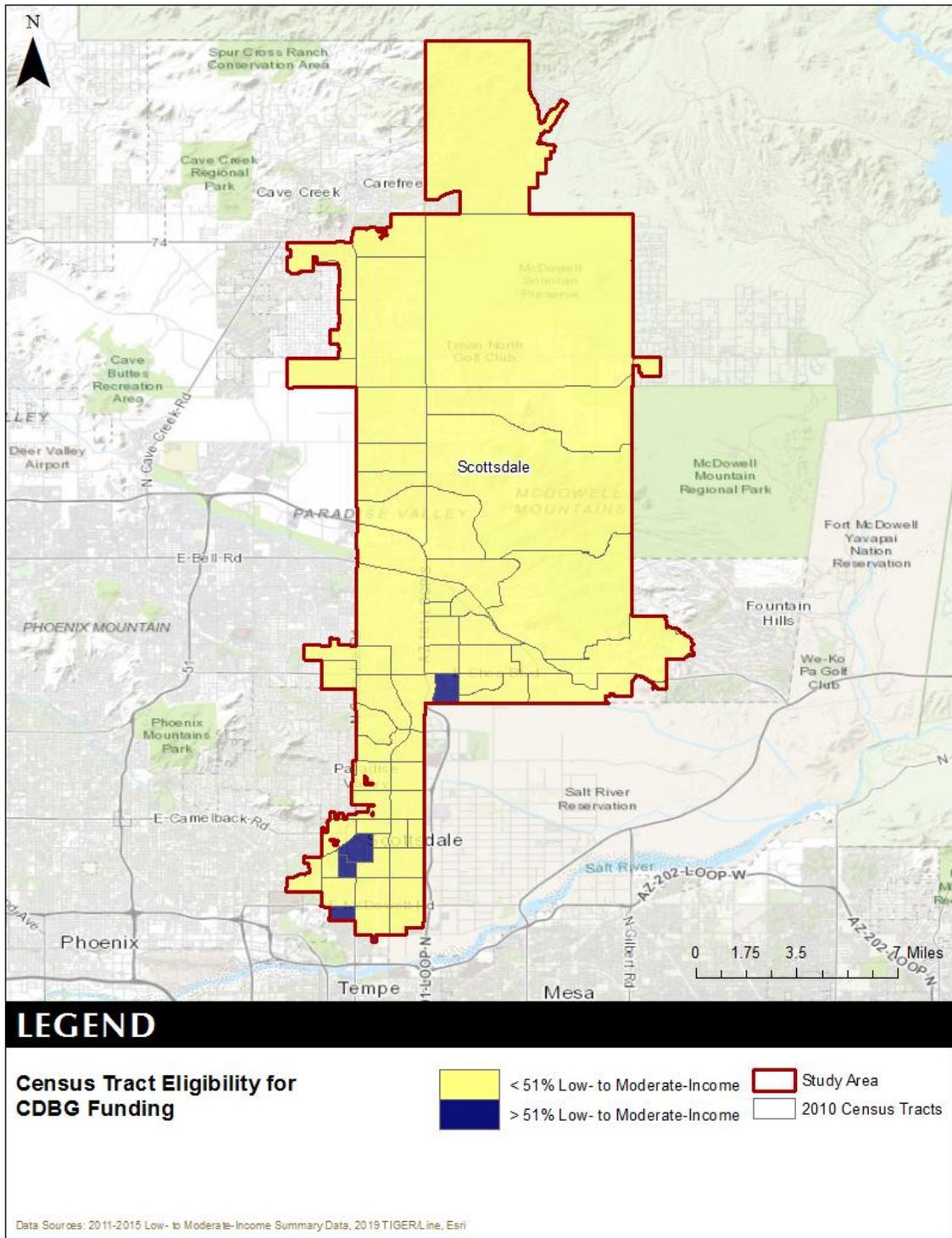
General Allocation Priorities

Much of the funding from the CDBG program is available for use in any of the CDBG neighborhoods or citywide, depending on the specifics of the designated activities. Additionally, some funding is available according to individual benefit rather than area benefit. It is, therefore, difficult to provide reasonable projections of the distribution of funds by target area. The numbers below are strictly estimates based on experience. A map of low to moderate income areas are shown on the following page.

Rationale for the priorities for allocating investments geographically

The distribution of funds by target area is projected to be primarily citywide due to use of funds for non-profit support and individual benefit-oriented programmatic uses of the funds. The remaining funds are estimated to be spread through smaller CDBG-eligible areas.

Map SP-10 Low-Mod Areas City of Scottsdale Nnn



SP-25 PRIORITY NEEDS - 91.415, 91.215(A)(2)

Priority Needs

Table 12 – Priority Needs Summary

1	Priority Need Name	Public Services
	Priority Level	High
	Population	Extremely Low Low Large Families Families with Children Non-housing Community Development
	Geographic Areas Affected	Citywide
	Associated Goals	Public Service Objective
	Description	Services for the low to moderate income households in the City are vital to meeting needs. These include, but aren't limited to mental health services, homelessness services, and substance abuse services.
	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.
	2	Priority Need Name
Priority Level		High
Population		Extremely Low Low Large Families Families with Children Elderly
Geographic Areas Affected		Citywide
Associated Goals		Affordable Housing Objective

	Description	The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing repair and rehabilitation.
	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.
3	Priority Need Name	Housing Development and Reconstruction
	Priority Level	High
	Population	Extremely Low Low Large Families Families with Children
	Geographic Areas Affected	Citywide
	Associated Goals	HOME Funding Objective
	Description	The City has identified a high priority need to maintain affordable housing options in the City. As 29.9 percent of Scottsdale households face cost burdens, the need for affordable housing options in the City remains high. One way the City will increase these options in through housing development and reconstruction.
	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.
4	Priority Need Name	Priority Infrastructure
	Priority Level	High
	Population	Non-housing Community Development
	Geographic Areas Affected	CDBG Eligible Block Groups
	Associated Goals	Public Facility and Infrastructure Objective
	Description	The City recognizes the high need for public infrastructure throughout CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.

	Basis for Relative Priority	Priorities were determined through an evaluation of the community survey and public participation process.
5	Priority Need Name	Public and Community Facilities
	Priority Level	High
	Population	Non-housing Community Development
	Geographic Areas Affected	CDBG Eligible Block Groups
	Associated Goals	Public Facility and Infrastructure Objective
	Description	The City recognizes the high need for public and community facilities in CDBG eligible areas in order to provide for and maintain a safe and decent environment for its citizens.
	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.
6	Priority Need Name	Homelessness
	Priority Level	High
	Population	Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
	Geographic Areas Affected	Citywide
	Associated Goals	Public Service Objective
	Description	Homelessness continues to be prevalent in the community and region-wide. The City recognizes the need to address the needs of homeless and at-risk households in the community.

	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.
7	Priority Need Name	Administration
	Priority Level	High
	Population	Other
	Geographic Areas Affected	Citywide
	Associated Goals	Support Program Administration
	Description	Program administration for CDBG to ensure the program can meet the needs of the City
	Basis for Relative Priority	Priorities were determined through a review of needs assessment, market analysis, survey, and public input.

Narrative (Optional)

The City has identified a series of five (5) priority needs in the City. These needs have been identified based on the Needs Assessment, Market Analysis, public input, and survey data. The City will address these priority needs over this Consolidated planning period with a series of goals outlined in SP-45.

SP-35 ANTICIPATED RESOURCES - 91.420(B), 91.215(A)(4), 91.220(C) (1,2)

Introduction

The City of Scottsdale receives federal funding from the Community Development Block Grant. This grant program will bring \$1,373,962 into the city to support affordable housing, homeless, and community development programs and projects in the first program year.

Anticipated Resources

Program	Source Funds of	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public – Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$1,205,605	\$128,303.50	\$40,053.22	\$1,373,962	\$4,822,420	

Table 13 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds will be leveraged through the ability of service organizations to raise program funds through outside sources, other loan sources needed for housing development activities, and the City's General Fund, where appropriate. Expected non-federal resources include:

- \$200,000 City of Scottsdale General Fund
- \$160,000 Scottsdale Cares Fund
- \$258,018 Salt River Pima-Maricopa County Indian Community Fund
- \$2,000 Endowment

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

None currently identified. The City will continue to evaluate opportunities to use public lands for future development.

Discussion

SP-40 INSTITUTIONAL DELIVERY STRUCTURE - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its Consolidated Plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
SCOTTSDALE	Government	Economic Development Homelessness Non-Homeless Special Needs Ownership Planning Public Housing Rental Neighborhood Improvements Public Facilities Public Services	Jurisdiction

Table 14 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The institutional delivery system in Scottsdale is well coordinated and spans a range of community needs. The City has many years of experience managing and implementing the programs addressed in the Consolidated Plan, as well as working with outside agencies that fill some of the needs as outlined in the Consolidated Plan.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement	X	X	
Mobile Clinics	X	X	
Other Street Outreach Services			
Supportive Services			
Alcohol & Drug Abuse	X	X	

Supportive Services			
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
Other			

Table 15 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The services targeted to homeless persons and persons with HIV/AIDS and mainstream services are made available through the coordination of services provided by the array of non-profit service providers that constitute MAG Continuum of Care Regional Committee on Homelessness. These organizations partner with each other, the City, and mainstream service providers to provide a wide ranging response to the service needs of homeless persons and persons with HIV/AIDS, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The service providers in Scottsdale work closely together to provide a continuum of services in response to needs identified through surveys of homeless persons and general observations of the providers. Providers in Scottsdale are particularly strong in the areas of mental health services, employment training, and life skills training. A gap in the system is the coordination of services centers through the lack of universal participation of providers in the HMIS system. All homeless providers who participate in federal funding programs are enrolled in the HMIS system. Also, there is a gap in the availability of resources to address needs.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

1. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
2. Work with private industry to address important issues that hamper housing and community development efforts.
3. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.

SP-45 GOALS - 91.415, 91.215(A)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing Objective	2020	2024	Affordable Housing	Citywide	Housing Repair and Rehabilitation	CDBG: \$650,000	Homeowner Housing Rehabilitated: 300 Household Housing Unit
2	Public Facility and Infrastructure Objective	2020	2024	Non-Housing Community Development	CDBG Eligible Block Groups	Priority Infrastructure Public and Community Facilities	CDBG: \$620,745	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 7,500 Persons Assisted
3	Public Service Objective	2020	2024	Non-Housing Community Development	Citywide	Public Services Homelessness	CDBG: \$799,435	Public service activities other than Low/Moderate Income Housing Benefit: 1,800 Persons Assisted Homeless Overnight Shelter: 1,800 Persons Assisted
4	HOME Funding Objective	2020	2024	Affordable Housing	Citywide	Housing Development and Reconstruction	HOME	Homeowner Housing Rehabilitated: 5 Household Housing Unit
5	Support Program Administration	2020	2024	Administration	Citywide	Administration	CDBG: \$927,480	Other: 5 Other

Table 16 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing Objective
	Goal Description	<p>Provide Emergency Housing Repairs to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.</p> <p>Provide Housing Rehabilitation to improve the habitability of owner-occupied housing. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.</p> <p>Provide Roof Repair and Replacement to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p>
2	Goal Name	Public Facility and Infrastructure Objective
	Goal Description	The City will fund public infrastructure and facility improvements to help provide suitable living environments for Scottsdale residents. These improvements will be in low- to moderate-income areas in the City.
3	Goal Name	Public Service Objective
	Goal Description	Support community based public service programs that benefit low and moderate-income persons at or below 80% of the median income citywide.
4	Goal Name	HOME Funding Objective
	Goal Description	Improve the condition and availability of affordable housing over a five-year period by providing Housing Reconstruction to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.
5	Goal Name	Support Program Administration
	Goal Description	Support Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring's, program outreach, public relations and training, environmental reviews, and labor standards.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City estimates that it will provide affordable housing options to 15 low to moderate income households between 2020 and 2024 program years using HOME funds.

SP-65 LEAD-BASED PAINT HAZARDS - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

With the establishment of the City's owner-occupied Rehabilitation Program, the City has developed procedures for identifying homes with lead-based paint and treating them in compliance with the Residential Lead-Based Paint Hazard Reduction Act of 1992 (Title X) and subsequent changes in September 1999.

Scottsdale will continue to test homes constructed prior to 1978, receiving federal assistance, for lead-based paint in compliance with 24 CFR part 35, at the time households seek assistance from the City. Additionally, all program participants are provided the required lead-based paint brochure.

How are the actions listed above related to the extent of lead poisoning and hazards?

According to the 2012–2016 HUD Comprehensive Housing Affordability Strategy (CHAS) Data, there are 3,210 homes in Scottsdale constructed prior to 1980 with one or more children aged six (6) or under present. In total, there are an estimated 36,065 housing units in the City built prior to 1980.

How are the actions listed above integrated into housing policies and procedures?

The City of Scottsdale currently performs visual inspections of housing units included in their housing programs. Where defective paint is observed, surfaces are prepped and repainted, following abatement guidelines provided by HUD. All rehabilitation programs include provisions requiring that all painted surfaces be in good condition.

SP-70 ANTI-POVERTY STRATEGY - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

Actions to reduce the number of families in poverty include:

- Intake and case management,
- Food boxes,
- Utility assistance, and
- Emergency mortgage and rent assistance.

Long term strategies are additionally provided through the HCV Family Self-Sufficiency Program, the Vista Job Prep Program and case management and employment services that are provided by non-profit organizations.

Local non-profits including A New Leaf, Homeward Bound, Family Promise of Greater Phoenix, Save the Family Foundation of Arizona, Cortney's Place, Florence Crittenton, and Chicanos Por La Causa, Inc. help stabilize households through emergency and transitional housing. These emergency and transitional housing services are also accompanied by supportive resources and employment services.

The HCV Family Self-Sufficiency Program combines the resources of case management with career counseling and job coaching with longer term assistance through HCV Rental assistance to achieve economic independence. Family Self-Sufficiency also includes opportunities for further education, financial literacy, establishing Individual Development Accounts, and Individual Development Empowerment Accounts with the results that some graduates become self-sufficient homeowners in the Community.

The City of Scottsdale also actively markets the Earned Income Tax credit to its citizens. Three City facilities, Via Linda Senior Center, Granite Reef Senior Center and Paiute Neighborhood Center, provided space and resources for AARP to provide free tax preparation.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

Given the City's limited financial resources and that the majority of factor's affecting a family's poverty-level status are typically beyond the control of City policies, the extent to which the proposed strategies will reduce and/or assist in reducing the number of poverty-level families is difficult to gauge. In the future, the Community Assistance Office will continue to work with the community to address deficiencies and attempt to measure the impact of federal grant programs in reducing and/or preventing poverty.

SP-80 MONITORING - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Monitoring begins with the application process for the development of the Annual Action Plan.

- Each application for funding is reviewed for compliance with national objectives, eligibility, and the Consolidated Plan.
- The Human Services Staff Evaluation Sheet is provided to the agency and the Human Services Commission prior to the annual review of funding requests. This document identifies issues related to prior year audits, budget, performance measures, past performance, and follow-up questions for clarification.
- The Human Services Commission evaluates proposals and makes a formal funding recommendation to City Council; City Council approves final funding allocations.

The second monitoring step will be the review of invoices for reimbursement of costs incurred against the grant. This will occur before reimbursements are authorized for contracted work performed.

The more formal monitoring will begin with a risk assessment of all grant-funded projects and subrecipient contracts. The risk assessment will consider:

- Size of the grant contract
- Changes in organizational structure, and
- How long it has been since the last on-site monitoring
- HOME funded multifamily projects, the risk assessment also identifies whether it has been more than two years since the last on-site monitoring.

Based on the risk assessment, there are three possible options:

- Review of monthly invoices only
- Desk review
- On-site monitoring. An on-site monitoring follows a formal monitoring checklist and may result in:
 - Findings
 - Concerns, or
 - Suggestions for improvement.

Agencies will be given an opportunity to address concerns and correct any findings. The need for follow-up review will be considered in the risk assessment for the next year and corrections to prior year findings are specifically included in the subsequent monitoring.

2020 Annual Action Plan

AP-15 EXPECTED RESOURCES - 91.420(B), 91.220(C) (1,2)

Introduction

The City of Scottsdale receives federal funding from the Community Development Block Grant. This grant program will bring \$1,373,962 into the city to support affordable housing, homeless, and community development programs and projects in the first program year.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public – Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$1,205,605	\$128,303.50	\$40,053.22	\$1,373,962	\$4,822,420	

Table 17 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds will be leveraged through the ability of service organizations to raise program funds through outside sources, other loan sources needed for housing development activities, and the City's General Fund, where appropriate. Expected non-federal resources include:

- \$200,000 City of Scottsdale General Fund
- \$160,000 Scottsdale Cares Fund
- \$258,018 Salt River Pima-Maricopa County Indian Community Fund (SRP)
- \$2,000 Endowment

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

None currently identified. The City will continue to evaluate opportunities to use public lands for future development.

Discussion

The City's 2020 allocations will be used for the Projects outlined in AP-35.

AP-20 ANNUAL GOALS AND OBJECTIVES - 91.420, 91.220(C)(3) &(E)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing Objective	2020	2024	Affordable Housing	Citywide	Housing Repair and Rehabilitation	CDBG: \$689,000	Homeowner Housing Rehabilitated: Number of Household Housing Units
2	Public Facility and Infrastructure Objective	2020	2024	Non-Housing Community Development	CDBG Eligible Block Groups	Priority Infrastructure Public and Community Facilities	CDBG: \$263,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: Number of Persons Assisted
3	Public Service Objective	2020	2024	Non-Housing Community Development	Citywide	Public Services Homelessness	CDBG: \$204,978	Public service activities other than Low/Moderate Income Housing Benefit: Number of Persons Assisted
4	HOME Funding Objective	2020	2024	Affordable Housing	Citywide	Housing Development and Reconstruction	HOME: \$322,123	Homeowner Housing Rehabilitated: 1 Household Housing Unit
5	Support Program Administration	2020	2024	Administration	Citywide	Administration	CDBG: \$241,121	Other: 1 Other

Table 18 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing Objective
	Goal Description	<p>Provide Emergency Housing Repairs to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.</p> <p>Provide Housing Rehabilitation to improve the habitability of owner-occupied housing. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.</p> <p>Provide Roof Repair and Replacement to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p>
2	Goal Name	Public Facility and Infrastructure Objective
	Goal Description	The City will fund public infrastructure and facility improvements to help provide suitable living environments for Scottsdale residents. These improvements will be in low- to moderate-income areas in the City.
3	Goal Name	Public Service Objective
	Goal Description	Support community based public service programs that benefit low and moderate-income persons at or below 80% of the median income citywide.
4	Goal Name	HOME Funding Objective
	Goal Description	Improve the condition and availability of affordable housing over a five-year period by providing Housing Reconstruction to improve the habitability of owner-occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at or below 80% of the median income citywide.
5	Goal Name	Support Program Administration
	Goal Description	Support Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring's, program outreach, public relations and training, environmental reviews, and labor standards.

AP-35 PROJECTS - 91.420, 91.220(D)

Introduction

The following projects were developed by staff with consultation from non-profit service providers and community input through priorities established with involvement of the community survey.

#	Project Name
1	Family Promise – Emergency Shelter Program
2	Save the Family – Case Coordination and Adult Supportive Services
3	Homeward Bound – Integrated Family Services
4	BBBSAZ – Scottsdale Mentoring Program
5	Scottsdale Training and Rehabilitation Services - STARS
6	Florence Crittenton Services – Girls Ranch
7	Chicanos Por La Causa – Housing Navigation Services
8	Green Housing Rehabilitation
9	Emergency Repair Program
10	Roof Repair and Replacement Program
11	Paiute Splashpad and Playground
12	HOME – Single Family Rental Housing Rehabilitation
13	Teen Lifeline-Crisis Services
14	Community Bridges, Inc.-Mobile Community Outreach & Crisis Stabilization Services
15	Save the Family - YEA!
16	Scottsdale Community Partners-Emergency Rental Assistance
17	Cortney's Place
18	Family Promise - Emergency Shelter Program - Family Support Manager
19	BBBSAZ-Pueblo and Navajo Elementary Site-Based Mentoring Program
20	Tempe Community Action Agency-Granite Reef Senior Center/Congregate Meal Program
21	Foothills Caring Corps., Inc-Van Transportation/Mobile Meals/Volunteer Services/Intake
22	Catholic Charities - My Sister's Place
23	Community Legal Services, Inc.- Strategic Legal Advocacy
24	Family Promise - Emergency Shelter Program - Transportation
25	Jewish Family & Children's Service-JFCS Older Adult In-Home Program
26	A New Leaf - East Valley Men's Center
27	Tempe Community Action Agency-Scottsdale Home Delivered Meal Program
28	UMOM Family Emergency Shelter
29	Scottsdale Community Partners - Brown Bag Food Program, Sr. Emergency Rental Assistance, Via Linda Sr. Center Congregant Meals
30	Central Arizona Shelter Services-CASS Single Adult Shelter
31	Duet: Partners in Health & Aging-Promoting Aging in Place
32	McDowell Sonoran Conservancy - Sonoran Discovery Academy - Expedition Days
33	CDBG Program Administration

Table 19 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The projects listed above were selected from the total of project proposals received through the annual funding process in accordance with their consistency with the priorities established through the 5-Year Consolidated Plan forums and community survey process. These projects meet the needs identified in the Needs Assessment of the 5-Year Consolidated Plan and prioritization process to the extent that funding was available. Organizational competencies were also considered when selecting one project over another, leaning toward those organizations with long-standing histories of successful project management.

AP-38 PROJECT SUMMARY

Project Summary Information

1	Project Name	Family Promise – Emergency Shelter Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Homelessness
	Funding	CDBG: \$33,000
	Description	Emergency Shelter Program - Director of Social Work
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Emergency Shelter Program - Director of Social Work
2	Project Name	Save the Family – Case Coordination and Adult Supportive Services
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$21,600
	Description	Case Coordination and Adult Supportive Services for Homeless Families
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	
	Planned Activities	Case Coordination and Adult Supportive Services for Homeless Families.
3	Project Name	Homeward Bound – Integrated Family Services
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$13,230
	Description	Intergrated Family Services
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Intergrated Family Services
4	Project Name	BBBSAZ – Scottsdale Mentoring Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$35,000
	Description	Scottsdale Mentoring Program
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	
	Planned Activities	Scottsdale Mentoring Program
5	Project Name	Scottsdale Training and Rehabilitation Services - STARS
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$30,000
	Description	STARS Community Based Vocational Services
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	STARS Community Based Vocational Services
6	Project Name	Florence Crittenton Services – Girls Ranch
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$25,000
	Description	Girls Ranch - Scottsdale
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	
	Planned Activities	Girls Ranch - Scottsdale
7	Project Name	Chicanos Por La Causa – Housing Navigation Services
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	CDBG: \$47,148
	Description	Housing Navigation Services
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Housing Navigation Services
8	Project Name	Green Housing Rehabilitation
	Target Area	Citywide
	Goals Supported	Affordable Housing Objective
	Needs Addressed	Housing Repair and Rehabilitation
	Funding	CDBG: \$443,000
	Description	Green Housing Rehabilitation
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	Citywide
	Planned Activities	Green Housing Rehabilitation
9	Project Name	Emergency Repair Program
	Target Area	Citywide
	Goals Supported	Affordable Housing Objective
	Needs Addressed	Housing Repair and Rehabilitation
	Funding	CDBG: \$173,000
	Description	
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	Citywide
	Planned Activities	
	10	Project Name
Target Area		Citywide
Goals Supported		Affordable Housing Objective
Needs Addressed		Housing Repair and Rehabilitation
Funding		CDBG: \$73,000
Description		
Target Date		6/30/2021
Estimate the number and type of families that will benefit from the proposed activities		

	Location Description	Citywide
	Planned Activities	
11	Project Name	Paiute Splashpad and Playground
	Target Area	Citywide
	Goals Supported	Affordable Housing Objective
	Needs Addressed	Housing Repair and Rehabilitation
	Funding	CDBG: \$263,000
	Description	
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	Citywide
	Planned Activities	
12	Project Name	HOME – Single Family Rental Housing Rehabilitation
	Target Area	Citywide
	Goals Supported	HOME Funding Objective
	Needs Addressed	Housing Development and Reconstruction
	Funding	HOME: \$322,123
	Description	
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	Citywide
	Planned Activities	
13	Project Name	Teen Lifeline-Crisis Services
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$24,000
	Description	Crisis Services
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Crisis Services
14	Project Name	Community Bridges, Inc.-Mobile Community Outreach & Crisis Stabilization Services
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$24,000
	Description	Mobile Community Outreach & Crisis Stabilization Services
	Target Date	

	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Mobile Community Outreach & Crisis Stabilization Services
15	Project Name	Save the Family - YEA!
	Target Area	Public Service Objective
	Goals Supported	Public Services
	Needs Addressed	Scottsdale Cares: \$10,297
	Funding	
	Description	Youth Enrichment and Achievement Program - YEA!
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Youth Enrichment and Achievement Program - YEA!
16	Project Name	Scottsdale Community Partners-Emergency Rental Assistance
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$22,797
	Description	Emergency Rental Assistance
	Target Date	

	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	Citywide
	Planned Activities	Emergency Rental Assistance
17	Project Name	Cortney's Place
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$20,905
	Description	Cortney's Place
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Cortney's Place
	18	Project Name
Target Area		Citywide
Goals Supported		Public Service Objective
Needs Addressed		Public Services
Funding		Scottsdale Cares: \$24,000
Description		Emergency Shelter Program - Family Support Manager
Target Date		

	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Emergency Shelter Program - Family Support Manager
19	Project Name	BBBSAZ-Pueblo and Navajo Elementary Site-Based Mentoring Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$10,000
	Description	Pueblo and Navajo Elementary Site-Based Mentoring Program
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Pueblo and Navajo Elementary Site-Based Mentoring Program
20	Project Name	Tempe Community Action Agency-Granite Reef Senior Center/Congregate Meal Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$43,248
	Description	Granite Reef Senior Center/Congregate Meal Program

	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Granite Reef Senior Center/Congregate Meal Program
21	Project Name	Foothills Caring Corps., Inc-Van Transportation/Mobile Meals/Volunteer Services/Intake
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Scottsdale Cares: \$43,248
	Description	Van Transportation/Mobile Meals/Volunteer Services/Intake
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Van Transportation/Mobile Meals/Volunteer Services/Intake
22	Project Name	Catholic Charities - My Sister's Place
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$40,000

	Description	My Sister's Place
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
23	Project Name	Community Legal Services, Inc. - Strategic Legal Advocacy
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$29,925
	Description	Strategic Legal Advocacy for Low-Income Scottsdale Residents
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Strategic Legal Advocacy for Low-Income Scottsdale Residents
24	Project Name	Family Promise - Emergency Shelter Program - Transportation
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$40,000

	Description	Emergency Shelter Program - Transportation
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Emergency Shelter Program - Transportation
25	Project Name	Jewish Family & Children's Service-JFCS Older Adult In-Home Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$25,075
	Description	JFCS Older Adult In-Home Program
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	JFCS Older Adult In-Home Program
26	Project Name	A New Leaf - East Valley Men's Center
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$40,000

	Description	A New Leaf - East Valley Men's Center
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	A New Leaf - East Valley Men's Center
27	Project Name	Tempe Community Action Agency-Scottsdale Home Delivered Meal Program
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$99,770
	Description	Scottsdale Home Delivered Meal Program
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Scottsdale Home Delivered Meal Program
28	Project Name	UMOM Family Emergency Shelter
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$25,000

	Description	UMOM Family Emergency Shelter
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	UMOM Family Emergency Shelter
29	Project Name	Scottsdale Community Partners - Brown Bag Food Program, Sr. Emergency Rental Assistance, Via Linda Sr. Center Congregant Meals
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$25,000
	Description	Brown Bag Food Program, Sr. Emergency Rental Assistance, Via Linda Sr. Center Congregant Meals
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Brown Bag Food Program, Sr. Emergency Rental Assistance, Via Linda Sr. Center Congregant Meals
30	Project Name	Central Arizona Shelter Services-CASS Single Adult Shelter
	Target Area	Citywide
	Goals Supported	Public Service Objective

	Needs Addressed	Public Services
	Funding	General Funds: \$50,000
	Description	CASS' Regional Single Adult Shelter
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	CASS' Regional Single Adult Shelter
31	Project Name	Duet: Partners in Health & Aging-Promoting Aging in Place
	Target Area	Citywide
	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	General Funds: \$25,000
	Description	Promoting Aging in Place in Scottsdale through Transportation & In-Home Services
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Promoting Aging in Place in Scottsdale through Transportation & In-Home Services
32	Project Name	McDowell Sonoran Conservancy - Sonoran Discovery Academy - Expedition Days
	Target Area	Citywide

	Goals Supported	Public Service Objective
	Needs Addressed	Public Services
	Funding	Endowment: \$2,000
	Description	Sonoran Discovery Academy - Expedition Days
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Sonoran Discovery Academy - Expedition Days
33	Project Name	CDBG Program Administration
	Target Area	Citywide
	Goals Supported	Support Program Administration
	Needs Addressed	Administration
	Funding	CDBG: \$241,121
	Description	Funding for CDBG related administration costs. 20% of CDBG allocation.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	Not applicable.
	Location Description	
Planned Activities	Funding for CDBG related administration costs. 20% of CDBG allocation	

AP-50 GEOGRAPHIC DISTRIBUTION - 91.420, 91.220(F)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Much of the funding from the CDBG program is available for use in any of the CDBG neighborhoods or citywide, depending on the specifics of the designated activities. Additionally, some funding is available according to individual benefit rather than area benefit. It is, therefore, difficult to provide reasonable projections of the distribution of funds by target area. The numbers below are strictly estimates based on experience.

Geographic Distribution

Target Area	Percentage of Funds
Citywide	15
CDBG Eligible Target Area	85

Table 20 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The proposed allocation of funds is based on federal funding requirements for each formula-allocated grant. Areas of low to moderate-income concentration and certain areas of high minority concentration are targeted. Areas of concentrated rental housing and deteriorating housing conditions were also considered in the targeting process.

Discussion

The distribution of funds by target area is projected to be primarily citywide due to use of funds for non-profit support and individual benefit-oriented programmatic uses of the funds. The remaining funds are estimated to be spread through smaller CDBG-eligible areas.

AP-85 OTHER ACTIONS - 91.420, 91.220(k)

Introduction

The City currently provides a variety of services to the residents of Scottsdale funded by CDBG allocations and private and City funding bringing additional resources for affordable housing. Below are some of the actions currently performed by the City or under consideration for the future.

Actions planned to address obstacles to meeting underserved needs

The City will continue to look for new funding sources for programs to address underserved needs. Funding is the major obstacle in providing the services needed to focus on the vast variety of issues that prevent families from breaking out of poverty and from living in the most affordable, safe and sanitary housing possible.

Actions planned to foster and maintain affordable housing

When possible and appropriate opportunities exist, the City will explore providing financial assistance for Tax Credit Projects for affordable housing development to expand multi-family rental development projects and homeownership opportunities. Additionally, acquisition, soft costs and site development funds will be used for affordable housing development.

Actions planned to reduce lead-based paint hazards

Continue to meet HUD lead-based paint abatement standards in housing rehabilitation programs.

Seek additional funding as it becomes available to provide testing and abatement of lead-based paint hazards in single-family housing where young children are present.

Expand the stock of lead safe housing units through housing initiatives.

Actions planned to reduce the number of poverty-level families

The Scottsdale Housing Agency's (SHA) Family Self Sufficiency (FSS) Program strives to reduce the number of poverty-level families through the development of services needed to assist individuals and families with educational opportunities, job growth, and life skills training through the various social service agencies operating in the city.

Actions planned to develop institutional structure

Current plans for further development of the delivery system for housing and community development include:

- Program delivery
- Housing Rehabilitation Programs
- Home Accessibility Modification through Emergency Repair Program
- Housing Choice Voucher Program (HCV) rental assistance
- Family Self-Sufficiency Program (FSS)

Development of other community resources is ongoing and will continue to include:

- Regional cooperation in:
 - The Maricopa HOME Consortium
 - The MAG Continuum of Care Committee on Homelessness and
 - The East Valley Needs Assessment
 - Arizona Fair Housing Coalition
 - Family Self-Sufficiency Program
- Local initiatives, including:
 - Brokerage licenses to non-profit service providers in City facilities
 - The Scottsdale Cares utility donation program
 - General Fund allocations to regional homeless facilities
 - Salt River Pima-Maricopa Indian Community Funds
 - Endowment Fund allocations for community projects and programs for the public good

Actions planned to enhance coordination between public and private housing and social service agencies

The City will continue to coordinate planning activities with private housing and social service agencies, including participation in the MAG Continuum of Care meetings, development of the Continuum of Care, and enumeration of point-in-time and homeless surveys. City staff will also continue its participation in other coalitions and study groups as the opportunity arises.

Discussion

The actions are primarily the continuation of what the City is currently doing in the various areas. No major obstacles in the institutional structure have been identified that need to be addressed. The City is also satisfied with its efforts to coordinate with private housing and social service agencies.

PROGRAM SPECIFIC REQUIREMENTS

AP-90 Program Specific Requirements - 91.420, 91.220(I) (1,2,4)

Introduction

The following provides details on program specific requirements for the Community Development Block Grant.

**Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	128,303.50
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan	
3. The amount of surplus funds from urban renewal settlements	
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	
5. The amount of income from float-funded activities	
Total Program Income	128,303.50

Other CDBG Requirements

1. The amount of urgent need activities	
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

Appendices

PUBLIC INPUT DATA

Table 1.1
Providing Decent and Affordable Housing
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following HOUSING activities in your community:							
Construction of new affordable for-sale housing	29	21	39	125	5	6	225
Construction of new affordable rental housing	39	23	27	128	4	4	225
First-time home-buyer assistance	24	28	53	89	24	7	225
Rental assistance	36	25	34	111	15	4	225
Homeowner housing rehabilitation	28	25	59	80	25	8	225
Rental housing rehabilitation	33	25	59	74	25	9	225
Energy efficiency improvements	9	19	56	118	11	12	225
Heating/cooling HVAC replacement or repairs	11	28	55	101	21	9	225
ADA (Americans with Disabilities Act) improvements	20	33	55	87	24	6	225
Housing demolition	58	58	32	12	55	10	225
Mixed use housing	49	31	45	48	37	15	225
Mixed income housing	45	34	40	67	27	12	225
Senior-friendly housing	20	15	50	119	9	12	225
Retrofitting existing housing to meet seniors' needs	14	26	55	109	15	6	225
Preservation of federal subsidized housing	36	23	26	110	23	7	225
Homeownership for racial and ethnic minority populations	38	27	51	72	31	6	225
Supportive housing for people who are homeless or disabled	31	30	38	113	7	6	225
Rental housing for very low-income households	35	29	30	114	10	7	225
Transit-oriented housing	44	31	41	71	30	8	225
ADA improvements	0	0	0	0	0	225	225
Heating/cooling HVAC replacement or repairs	0	0	0	0	0	225	225
Other	21	1	1	26	41	135	225

Table 1.2 Providing Decent and Affordable Housing City of Scottsdale Housing and Community Development Survey	
Question	Response
Do any of the following act as barriers to the development or preservation of affordable housing in your community:	
Lack of water system	13
Lack of sewer system	11
Lack of other infrastructure	23
Lack of qualified contractors or builders	19
Lack of available land	66
Cost of land or lot	107
Cost of materials	61
Cost of labor	60
Permitting fees	24
Permitting process	30
Impact fees	18
Construction fees	32
Lot size	14
Density or other zoning requirements	31
Not In My Back Yard (NIMBY) mentality	102
Building codes	18
ADA codes	15
Lack of affordable housing development policies	86

Table 1.3
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following INFRASTRUCTURE activities in your community:							
Street and road improvements	7	47	92	54	4	21	225
Sidewalk improvements	17	64	78	35	7	24	225
Water system capacity improvements	19	49	57	34	40	26	225
Water quality improvements	24	47	59	46	25	24	225
Sewer system improvements	17	52	56	31	46	23	225
Solid waste facility improvements	20	52	54	27	48	24	225
Storm sewer system improvements	13	52	58	39	38	25	225
Flood drainage improvements	12	49	65	44	31	24	225
Bridge improvements	22	50	56	32	42	23	225
Bicycle and walking paths	19	59	58	55	10	24	225
Tree Planting	18	39	64	69	12	23	225
Other	8	2	6	15	27	167	225

Table 1.4
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following COMMUNITY AND PUBLIC FACILITIES in your community:							
Youth centers	19	43	79	47	13	24	225
Community centers	21	39	78	53	8	26	225
Childcare facilities	20	38	53	60	29	25	225
Parks and recreational centers	26	42	80	49	6	22	225
Senior centers	22	40	71	60	6	26	225
Healthcare facilities	27	49	58	52	14	25	225
Residential treatment centers	33	47	51	40	31	23	225
Public buildings with improved accessibility	32	54	55	39	22	23	225
Homeless shelters	39	28	39	82	14	23	225
Fire Stations/equipment	30	53	55	32	31	24	225
Facilities for persons living with AIDS	34	45	29	20	74	23	225
Facilities for abused/neglected children	25	29	34	69	43	25	225
Playgrounds	24	54	59	49	15	24	225
Shade Structures	18	29	46	103	6	23	225
Splash Pads	40	48	49	39	23	26	225
Public Restrooms	29	36	59	62	13	26	225
Neighborhood Lighting	32	38	58	60	14	23	225

Table 1.5
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following HUMAN AND PUBLIC SERVICES in your community:							
Homelessness services	26	30	30	104	15	20	225
Youth services	15	41	60	69	17	23	225
Senior services	8	30	72	87	6	22	225
Transportation services	13	37	55	94	5	21	225
Healthcare services	15	48	60	59	20	23	225
Childcare services	16	42	47	61	36	23	225
Fair housing activities	31	23	36	85	26	24	225
Tenant/Landlord counseling	26	23	44	67	41	24	225
Home-buyer education	27	35	58	59	21	25	225
Crime awareness education	12	38	78	61	12	24	225
Mitigation of lead-based paint hazards	33	56	33	31	49	23	225
Mitigation of radon hazards	37	52	30	26	56	24	225
Mitigation of asbestos hazards	33	54	36	33	46	23	225
Employment services	25	29	60	66	22	23	225
Mental health services	11	23	50	104	16	21	225
Substance abuse services	12	27	43	101	21	21	225
Services for victims of domestic violence	11	16	60	91	23	24	225
Food banks	24	33	52	82	11	23	225
Other	10	1	2	11	33	168	225

Table 1.6
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for SERVICES AND FACILITIES for each of the following special needs groups:							
Homeless persons	24	24	31	104	9	33	225
Seniors (65+)	9	21	51	107	5	32	225
Persons with severe mental illness	12	23	40	100	21	29	225
Persons with physical disabilities	13	26	57	81	19	29	225
Persons with developmental disabilities	15	27	56	76	21	30	225
Persons with substance abuse addictions	17	24	39	92	24	29	225
Persons with HIV/AIDS	22	39	37	40	58	29	225
Victims of domestic violence	12	18	42	91	33	29	225
Veterans	10	23	31	107	21	33	225
Persons recently released from jail/prison	19	30	31	62	27	56	225

Table 1.7
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following HOUSING types for special needs populations:							
Emergency shelters	18	28	36	95	18	30	225
Transitional housing	24	22	47	81	20	31	225
Shelters for youth	18	29	42	75	24	37	225
Senior housing, such as nursing homes or assisted living facilities	11	29	55	90	10	30	225
Housing designed for persons with disabilities	13	26	52	81	22	31	225
Permanent supportive housing, such as subsidized housing that offers services for persons with mental disabilities	23	20	40	85	27	30	225
Rental assistance for homeless households	26	19	27	99	23	31	225

Table 1.8
Providing a Suitable Living Environment
 City of Scottsdale
 Housing and Community Development Survey

Question	No Need	Low Need	Medium Need	High Need	Don't Know	Missing	Total
Please rate the need for the following BUSINESS AND ECONOMIC DEVELOPMENT activities in your community:							
Attraction of new businesses	23	45	67	49	10	31	225
Retention of existing businesses	12	22	65	86	7	33	225
Expansion of existing businesses	14	37	73	53	15	33	225
Provision of job training	15	28	45	86	18	33	225
Provision of job re-training, such as after plant closure, etc.	19	42	49	60	23	32	225
Foster businesses with higher paying jobs	16	20	58	79	21	31	225
Enhancement of businesses infrastructure	17	35	64	48	29	32	225
Provision of working capital for businesses	26	39	45	38	44	33	225
Provision of technical assistance for businesses	21	41	55	34	41	33	225
Development of business incubators	22	41	38	43	48	33	225
Development of business parks	34	57	39	30	32	33	225

Table 1.9 Providing Decent and Affordable Housing City of Scottsdale Housing and Community Development Survey	
Question	Response
If you were in charge of distributing funds in the state, how would you allocate your resources among the areas below?	
Housing	28%
Infrastructure	21%
Public Facilities	14%
Human/Public Services	22%
Economic Development	15%

